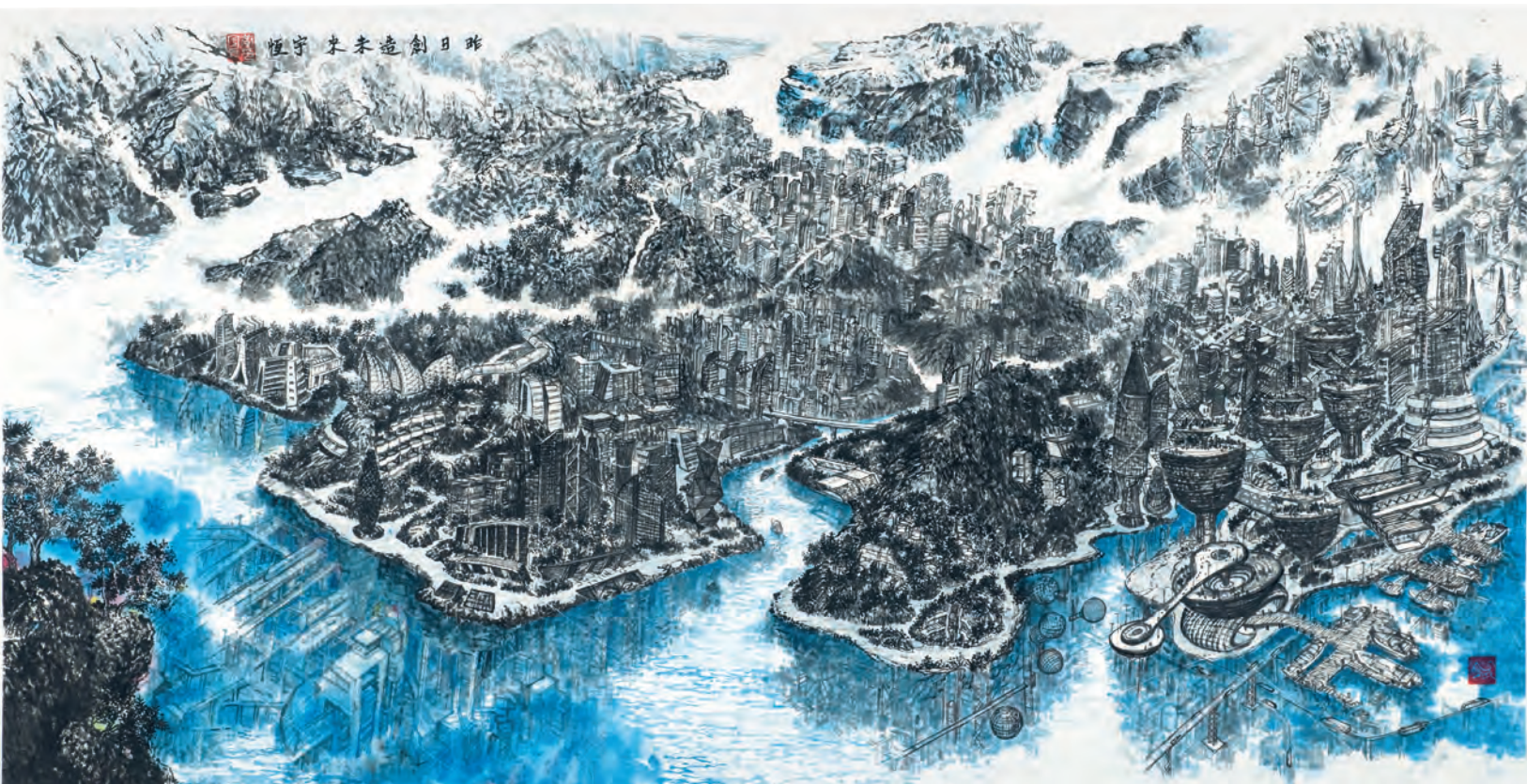


## Innovating for a Sustainable Tomorrow



*The Day After Tomorrow*  
Wong Yee Heng

## About This Report

United Overseas Bank (UOB) has been committed to creating long-term value for our customers, our colleagues and our communities since 1935. In building a sustainable business over time and across borders, we engage our stakeholders constructively and regularly. This enables us to align our strategies with what is important to them and for them to have a deeper appreciation of how we contribute to enterprise, innovation and economic growth across the region.

Through the reporting of our financial and non-financial performance in the UOB Thailand Annual Report 2021, we explain our business approach, objectives and achievements in the context of the year's operating environment. We also share how we create value for our stakeholders over the short, medium and long term to enable them to make informed decisions.

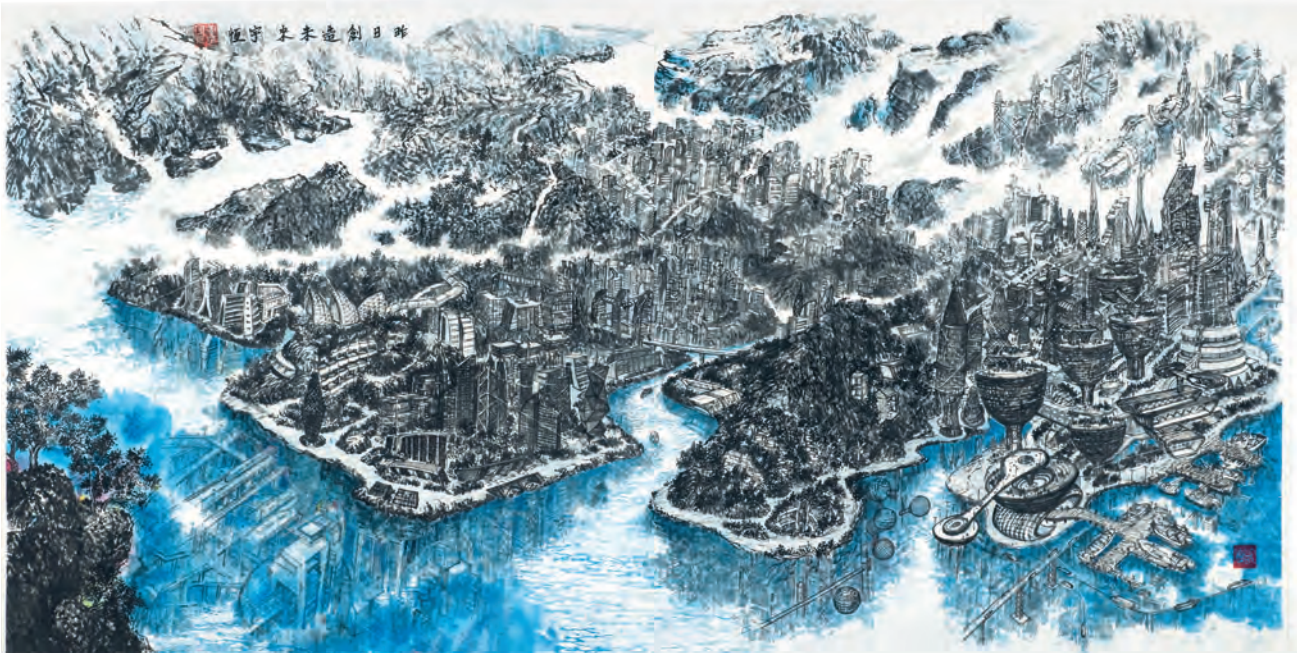
This report covers the period from 1 January to 31 December 2021 and is published on 22 April 2022. It is available online at [www.UOB.co.th/AR2021-EN](http://www.UOB.co.th/AR2021-EN). Print copies, which are available only on request, are printed on sustainably-sourced Forest Stewardship Council-certified paper.

Please scan the QR code to view:



UOB Thailand  
Annual Report 2021





## *The Day After Tomorrow*

Wong Yee Heng  
Chinese ink on rice paper  
70 x 140 cm

*The Day After Tomorrow*, the Silver Award winner in the Emerging Artist Category at the 2021 UOB Painting of the Year (Singapore), is the design inspiration for this year's Annual Report. The artwork is inspired by climate change and the natural disasters faced around the world. It depicts the natural landscape of mountains and rivers transforming into man-made high-rise buildings, tunnels, bridges, transportation and underground cities — a reminder that our desire to create futuristic cities comes at the expense of Mother Earth.

In these fast-changing times, we must consider how the continuous pursuit of progress and innovation is impacting the environment. At UOB, we believe that growth must be balanced with responsibility. It is our long-term approach as we draw on our time-tested values of Honour, Enterprise, Unity and Commitment to forge a sustainable future with our customers, colleagues and communities.

As the leading patron of the arts in Asia, UOB believes in the vital role of art in connecting communities. 2021 marks the significant 40th milestone for our flagship visual arts programme, the UOB Painting of the Year competition. The entries from across Indonesia, Malaysia, Singapore and Thailand ignited the imagination and demonstrated the ingenuity of artists in capturing the fortitude, compassion and resilience of people during these uncertain times.



# Contents

## About Us

- 4 About UOB
- 6 Our Strategic Priorities
- 8 Our Commitment to Fair Dealing
- 9 Board of Directors
- 9 List of Senior Management
- 11 Organisation Structure

## Balancing Growth with Stability for the Long Term

- 14 Chairman's Statement
- 17 Financial Highlights

## Financial Report

- 18 Management Discussion and Analysis 2021
- 24 Independent Auditor's Report
- 26 Financial Statements and Notes to Financial Statements

## Governance

- 122 Risk Management
- 136 Report of the Audit Committee
- 138 Opinion of the Audit Committee on the Bank's Internal Control System
- 139 Report of the Board Risk Oversight Committee
- 141 Report of the Nomination and Compensation Committee
- 143 Corporate Governance

## Additional Information

- 147 Company Information
- 160 Credit Ratings
- 161 Branch Network



Lumpini Park, Bangkok, Thailand



## 2021 UOB Thailand Financial Highlights



**Net Profit**  
**฿4.64 billion**  
+181.3%



**Operating Profit**  
**฿9.05 billion**  
+6.0%



**Gross Customer Loans**  
**฿485.27 billion**  
+12.2%



**Customer Deposits**  
**฿520.75 billion**  
+6.0%



**Total Assets**  
**฿725.41 billion**  
+14.7%



**Non-Performing  
Loan Ratio**  
**2.82%**  
-0.3%



**Net Stable Funding Ratio**  
**117.8%**  
-8.7%



**Common Equity  
Tier 1 Ratio**  
**16.94%**  
-1.06%





## About UOB

### Who We Are

United Overseas Bank (Thai) Public Company Limited (UOB Thailand) is a fully-licensed commercial bank. With its network of 149 branches and 352 ATMs (as of 31 December 2021), UOB Thailand offers consumer and corporate customers a comprehensive suite of quality products and services to meet their financial objectives and needs. UOB Thailand has a subsidiary providing debt collection services to complement its commercial banking business.

UOB Thailand is 99.66 per cent owned by Singapore-based United Overseas Bank Limited (UOB), which has a global network of more than 500 offices in Asia Pacific, Europe and North America.

A regional bank rooted in Thailand, UOB Thailand provides customers with financial expertise and connectivity across Asia. It offers innovative financial solutions, quality products and excellent service through understanding and identifying the needs of its customers.

Rated Among Top Banks in Thailand

**A3**

by Moody's Investors Service

**AAA(th)**

by Fitch Ratings





Where We Operate

~500 branches and offices in Asia Pacific, Europe and North America



## Our Strategic Priorities

Guided by our values and supported by our fundamental strengths, we focus on driving performance across our franchise through offering personalised financial solutions, connecting customers to regional opportunities and creating sustainable value for our stakeholders. Integral to achieving our business ambitions is our prudent, disciplined approach and long-term view to balancing growth with responsibility.

## Our Focus

- Connect our customers seamlessly across ASEAN and its economic corridors with Greater China and the rest of the world through our sector specialisation and ecosystem partnerships
- Help our customers achieve their personal and business financial goals through our omni-channel approach which melds the online and offline worlds seamlessly
- Attract and enable our colleagues to stay ahead through fostering care, development and well-being
- Contribute to the progress of the economy, society and environment through responsible growth

## Our Values



Honourable



Enterprising



## Our Fundamental Strengths



Robust  
governance and  
risk management;  
strong capital and  
funding base



Established  
and integrated  
network



Diverse pool  
of talent and  
expertise



Asian heritage  
and Southeast  
Asian roots



United



Committed

## Our Commitment to Fair Dealing

Regulatory compliance is a top priority at UOB. We are committed to upholding the highest standards of ethics, integrity and fairness to our customers and actively promote such awareness in our Organisation.

With customers as our focal point, we ensure that fair dealing is entrenched in all aspects of our relationship with the customers.

- Fair Dealing is central to our corporate culture.
- Our offering products and services are suitable for our customers.
- We ensure the competency of our sales staff in providing quality advices and appropriate recommendations.
- We provide the customers with clear, relevant and timely information, which would enable the customers to make informed financial decisions.
- We take customer complaints seriously and have robust process in place to ensure that the customer complaints are managed in a transparent, independent, and efficient manner.
- Personal data protection and customer privacy are crucial to maintaining customers' trust. We exercise robust controls over access to customer data and monitoring process to ensure customer's privacy and confidentiality of customers' data are effectively managed and fully protected.





## Board of Directors

Wee Cho Yaw	Chairman
Wee Ee Cheong	Deputy Chairman
Suebtrakul Soonthornthum	Independent Director
Chanitr Charnchainarong	Independent Director
Tithiphan Chuerboonchai	Independent Director
Chim Tantiyaswasdikul	Independent Director
Chan Kok Seong	Director
Tan Choon Hin	Director
Sanchai Apisaksirikul	Director

## Senior Management Team (as at 31 December 2021)

Tan Choon Hin	President and Chief Executive Officer
Sanchai Apisaksirikul	Managing Director, Country Function Head of Finance & Corporate Real Estate Services
Ngeo Swee Guan Steven	Managing Director, Advisor to CEO
Yuttachai Teyarachakul	Managing Director, Country Function Head of Personal Financial Services
Cheah Shu Kheem	Managing Director, Country Function Head of Wholesale Banking
Roongthip Angkasirisan	Managing Director, Country Function Head of Credit & Risk Management
Tearavath Tirutdilokkul	Managing Director, Head of Card Payment & Unsecured Products
Chintana Kittiviboolmas	Executive Director, Country Function Head of Global Markets
Kesthip Tiemwech	Executive Director, Country Function Head of Compliance
Manit Panichakul	Executive Director, Country Function Head of Internal Audit
Nag Srimannarayan Addepalli	Executive Director, Country Function Head of Technology & Operations
Piyaporn Ratanaprasartporn	Executive Director, Country Function Head of Channels & Digitalisation
Sasiwimol Arayawattanapong	Executive Director, Country Function Head of Human Resources
Sayumrat Maranate	Executive Director, Country Function Head of Business Banking
Veerachai Chuenchompoonut	Executive Director, Country Function Head of Legal & Secretariat
Dhornratana Olanhankij	Senior Vice President, Country Function Head of Strategic Communications and Brand
Amporn Supjindavong	Executive Director, Head of Industry Group 2 and Wealth Management
Apasara Lipipan	Executive Director, Head of Retail Credit
Kanlika Buspavanich	Executive Director, Head of Commercial Banking
Ketsuda Phanphruk	Executive Director, Head of Enterprise Banking 2
Komsun Yuvajita	Executive Director, Head of Corporate Credit Evaluation & Approval
Luiza Karolina Rosinska	Executive Director, Head of Risk Management
Nakhon Vorakanonta	Executive Director, Head of Mortgage
Nareerut Ariyaprayoon	Executive Director, Head of Wealth Products
Numchoke Siamhan	Executive Director, Head of Channels Strategic & Business Management
Panitsanee Tansavatdi	Executive Director, Head of Corporate Banking
Panittra Vejajiva	Executive Director, Head of Financial Institutions
Panee Chongcharoen	Executive Director, Head of Business T&O Management - Retail and Acting Head of Business Technology Services
Patchanee Vongsilpawattana	Executive Director, Head of Transaction Banking
Pisal Kattiyothavong	Executive Director, Head of Debt Capital Markets
Piyawat Jirapongsuwan	Executive Director, Head of Project Management Office

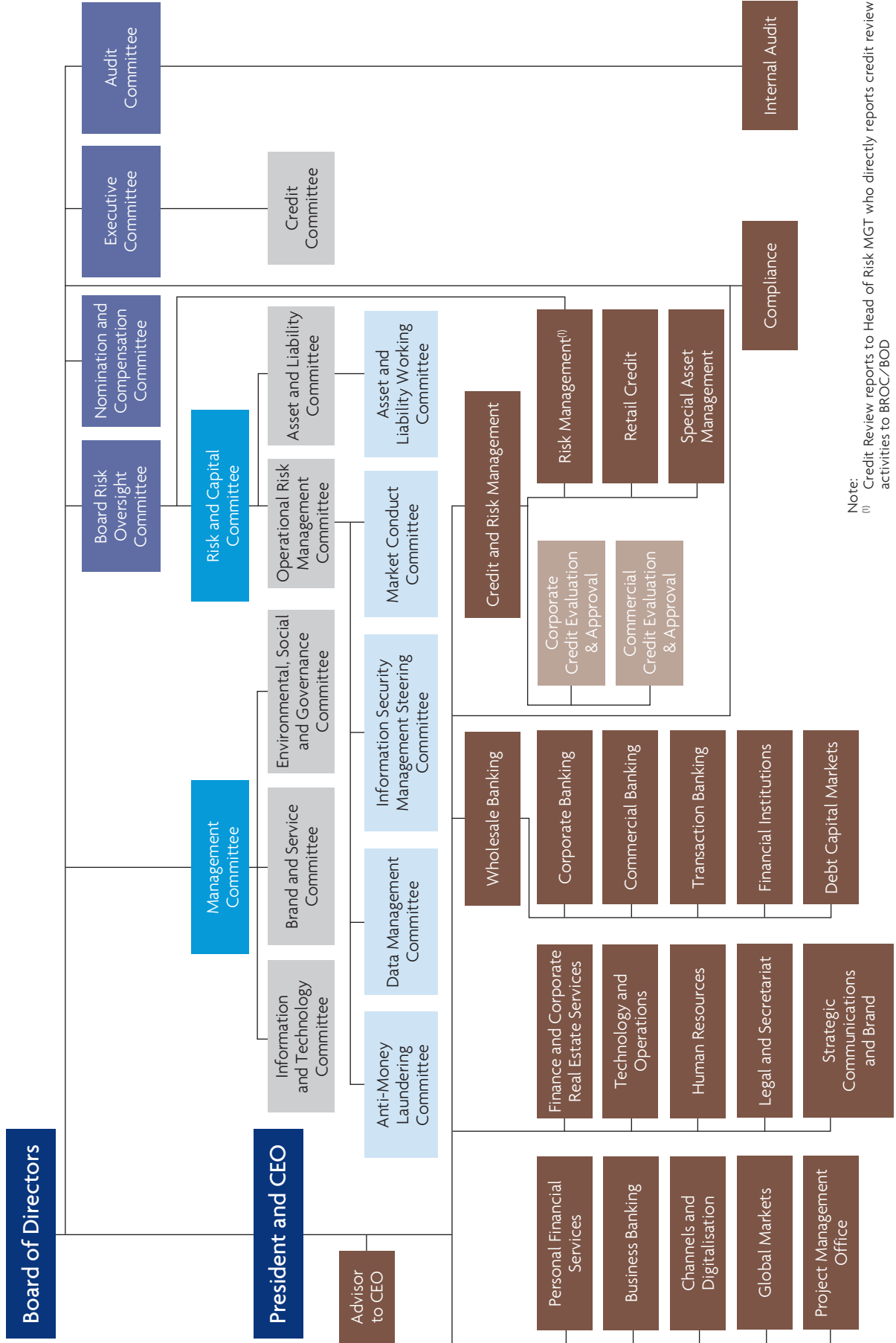


## Senior Management Team (as at 31 December 2021)

Pongsakorn Julsawad	Executive Director, Area Manager-Area 2 (Sathorn-Silom-Pratunam)
Pongtorn Supornchai	Executive Director, Head of Global Markets Sales
Poomchai Chusakultanachai	Executive Director, Deputy Head of Corporate Banking
Prathana Amonlirdviman	Executive Director, Head of Personal Banking & Wealth Banking
Reiwadee Amornsiripanich	Executive Director, Head of Corporate Banking Division 3
Sakchai Sathainsoontorn	Executive Director, Head of Up Country 2
Sakoolrut Amyongka	Executive Director, Head of Trade Finance and Financial Supply Chain Management (FSCM) Sales
Sasitorn Rattanakul	Executive Director, Head of Client Fulfillment & Service
Sooppawit Sooppapipatt	Executive Director, Head of Up Country 1
Suwassa Anantasa	Executive Director, Head of Sales & Distribution
Suwintip Chuenban	Executive Director, Head of Retail Operations
Taravadee Manuschinapisit	Executive Director, Head of Industry Group 1
Thawatchai Praesangeim	Executive Director, Head of China Desk
Thiranee Thiragirayuta	Executive Director, Head of Retail Digital
Usanee Chiowanich	Executive Director, Head of Special Asset Management
Vajee Pramualrat	Executive Director, Head of CMB Central Review Team 1
Vipa Harisdangkul	Executive Director, Head of Wholesale & Markets T&O
Viyada Valyasevi	Executive Director, Head of Commercial Credit Evaluation & Approval
Wasinee Sivakua	Executive Director, Head of Finance
Wipaporn Techamaitrechit	Executive Director, Head of Retail Business Compliance and Acting Head of Portfolio and Regulatory Management



# Organisation Structure



Note:  
(i) Credit Review reports to Head of Risk MGT who directly reports credit review activities to BROCC/BOD



# Balancing Growth with Stability for the Long Term

- 14 Chairman's Statement
- 17 Financial Highlights









## Chairman's Statement



**“We remained steadfast in our commitment to helping our customers grow their businesses and to achieve their financial goals as they navigated this difficult period.”**

### The Operating Environment

Thailand's economy remained adversely affected by the COVID-19 pandemic in 2021. Throughout the year, recurrent waves of COVID-19 infection hindered the Thai economy, limiting mobility and taking a toll on businesses and consumer confidence. Fortunately, the robust government stimulus and a recovery in exports of goods on the back of recovering global demand for automotive parts, electronics, machinery, and agricultural products, lent a boost to the domestic economy.

While headline inflation increased, core inflation remained relatively stable. The Bank of Thailand kept its policy rate unchanged at 0.5 per cent to assist economic recovery. Overall, the financial system remained stable, but asset-quality indicators weakened. The risks associated with rising corporate and consumer debt levels also remained elevated. As a result of increased pandemic-response spending, the central government deficit widened to 8.7 per cent of Gross Domestic Product (GDP) in 2021, while public debt surged to 58 per cent of GDP.

The government maintained its proactive response to offset the effects on employment and household income. Public health incentives, economic recovery programmes, and other forms of fiscal assistance served to shore up private demand while also supporting vulnerable households.

The Thai Baht, which was previously Asia's best-performing currency before the pandemic, weakened more than 10 per cent against the US dollar in 2021. A weaker Thai baht was ascribed to the economy's reliance on tourism, which remained under pressure from travel restrictions, but a boon to exports, which expanded by 17.1 per cent for the whole year.

### 2021 Performance

Despite a challenging macroeconomic environment, UOB Thailand maintained steady performance and a robust balance sheet.

Total income was Baht 21.28 billion, a 3 per cent increase from 2020. Total expenses slightly increased by 1 per cent to Baht 12.23 billion (2020, Baht 12.09 billion). Operating profit in 2021 stood at Baht 9.05 billion, an increase of 6 per cent (2020, Baht 8.54 billion), contributing to higher net interest income. Net profit after tax was Baht 4.64 billion, 181 per cent higher from 2020, mainly due to expected credit loss set aside for uncertainties from the COVID-19 pandemic last year.

Total loans were Baht 485.27 billion, a year-on-year increase of Baht 52.94 billion (2020, Baht 432.33 billion), led by corporate lending growth. The total deposit base was Baht 520.75 billion, an increase of Baht 29.30 billion from Baht 491.45 billion in 2020.

Maintaining a strong balance sheet is our priority as it provides the basis for supporting our customers through economic cycles. Our robust risk culture, vigilance, and prudence instill confidence in the quality of our assets and the sufficiency of our provisions. Our non-performing loan ratio was at 2.82 per cent, which continued to be lower than the industry.

Our capital position stayed strong with Common Equity Tier 1 and Total Capital Adequacy Ratios at 16.94 per cent and 19.03 per cent respectively as at 31 December 2021. We maintained our position as one of the world's top-rated banks with a rating of 'Aa1' by Moody's and 'AA-' by both Standard & Poor's and Fitch Ratings. UOB Thailand is rated among the top banks in Thailand by Moody's Investors Service (A3 for Long-Term rating) and Fitch Ratings (AAA(tha) for National Long-Term rating).

### Corporate Developments

We remained steadfast in our commitment to helping our customers grow their businesses and to achieve their financial goals as they navigated this difficult period.

We were at the forefront of assisting businesses and individuals cope with the upheaval and difficulty caused by the repercussions of the pandemic. Since its inception in 2020, we have helped nearly 70,000 businesses and individuals affected by COVID-19. We formed dedicated restructuring teams to help our customers manage their financial obligations and emerge as strong as possible from the economic slowdown.

### Helping businesses advance responsibly

As one of Thailand's leading banks, we recognised the importance of our role in contributing to the long-term development of economies, industries and societies. In 2021, we provided Asia Capital Real Estate (ACRE) with a Baht 0.675 billion green loan to develop HOMA Phuket Town, an environmentally-friendly affordable residential rental apartment complex in Phuket. The loan was approved under the UOB Real Estate Sustainable Finance Framework.

Digital transformation is vital to the success of many small- and medium-sized enterprises (SMEs). We collaborated with the Office of Small and Medium Enterprises Promotion and Microsoft Thailand to offer 1,000 small- and medium-sized enterprises (SMEs) free digital solution trials to help them advance their business transformation. This was done as part of our Smart Business Transformation Programme, which we run together with The FinLab, UOB's innovation accelerator. We were recognised at the Digital Banker's Digital CX Awards 2021 for assisting SMEs navigate the challenges posed by COVID-19.

**Creating progressive solutions essential to customers' life stages**  
COVID-19 has accelerated the transformation of the way we live and work. We remained at the forefront of redefining banking experiences by tapping technology to create financial solutions essential and relevant to our customers' needs.

TMRW by UOB, ASEAN's first mobile-only bank for the region's digital generation, is one such example. TMRW continues to raise the bar for digital banks in the region, being recognised with eight awards in 2021 for its continual innovation in digital customer engagement and servicing.

We appreciate that our customers prefer different service options when managing their financial needs. This insight underpins our omni-channel approach where we offer customers choices in how they engage with us – be it in the physical or digital worlds or a combination of both. This is exemplified by our all-in-one mobile banking app, such as UOB Mighty, and internet banking channels.

We continue to enhance our product and service offerings, using technology to make money management simpler and smarter for our customers. Mighty Insights, an artificial intelligence (AI)-based digital banking service, is embedded in UOB Mighty and provides customers with personalised insights based on their transaction patterns to help them make more informed spending and saving choices.

#### **Caring for our colleagues**

Our greatest asset is our people. Their professional and personal fulfilment is a priority for us and we take our responsibility towards them seriously. We are focused on growing our own talent, providing opportunities for our people to advance their careers. We also broaden our talent pool by bringing in specialists to assist us in growing our business further and faster.

We have taken a leadership role in developing new remote work policies for a new workplace model. In general, our employees will have the option of working remotely two days a week, depending on the nature of their tasks. They will regain greater control over their work-life balance while maintaining contact with colleagues and the Bank. Our new head office, the 30-storey UOB Plaza Bangkok at the heart of Bangkok's lifestyle district on Sukhumvit Road, which will house more than 2,000 people and support our agile working model, is also nearing completion.

#### **Caring for our communities**

We continue to wear our hearts on our sleeves by showing our support for the less fortunate. As countries dealt with the pandemic, we remained committed to assisting vulnerable communities through various initiatives under our #UnitedForYou COVID-19 Relief Programme. In 2021, we gave Baht 10.3 million in monetary and in-kind contributions to the community in Thailand.

Our annual UOB Painting of the Year (UOB POY) competition was held online to demonstrate our continued commitment to the growth of art in Thailand. Every year, we invite artists from Thailand, Indonesia, Malaysia and Singapore to show their ingenuity and creativity through the competition. In 2021, the UOB POY (Thailand) competition, in its 12th year, attracted the highest-ever number of entries.

Financial literacy is a critical life skill for ensuring financial security, even more so during times of uncertainty caused by COVID-19. We launched UOB Money 101: Teen Edition, an online financial literacy programme aimed at arming disadvantaged teenagers throughout the country with financial information and skills to help them succeed in the future. The programme, held in collaboration with the Thailand Collaboration for Education, will benefit 1,000 students in its first year. This initiative is a part of UOB My Digital Space, a multi-year education programme to bridge the digital gap for students from disadvantaged backgrounds across the region and to connect them to a world of digital learning opportunities.

#### **Committed to the future of Thailand**

On 14 January 2022, UOB Thailand reached yet another milestone as we entered into agreement to acquire Citigroup's consumer banking businesses, comprising its unsecured and secured lending portfolios, wealth management and retail deposit businesses, subject to regulatory approval. This acquisition is a transformational deal with the right strategic fit – a result of our selective, rigorous, and patient pursuit of the right growth opportunities. It will further strengthen and deepen UOB's regional franchise in ASEAN.

#### **2022 Outlook**

Thailand's economic growth is expected to improve moderately throughout 2022, albeit not to its pre-COVID-19 level. The economic expansion will be fueled by the recovery of corporate activities and purchasing power, barring unforeseen extended pandemic-related lockdowns.

The country's exports to key markets such as the United States, China, the European Union and Japan will continue to grow as demand recovers gradually from the pandemic. For 2022, analysts anticipate local and international demand to rebound, leading to increased private investment.

While many businesses, particularly those in the tourism industry, have yet to return to pre-COVID-19 levels, many others will thrive on shifts in consumption trends and behaviours. They include businesses in automotive and components, food and beverage, e-commerce,



## Chairman's Statement

delivery and packaging services, logistics and warehouses, as well as IT solutions such as cybersecurity and telemedicine.

### Acknowledgement

I would like to thank the Board of Directors for their insight and guidance. I would also like to convey my appreciation to the CEO, the management of UOB Thailand and our people, who have been united and unwavering in their pursuit of excellence throughout the year.

To our valued customers and our investors, thank you for your continued confidence in UOB Thailand.

**Wee Cho Yaw**

*Chairman*

February 2022





## Financial Highlights

	Consolidated Financial Statements	
	2021	2020
<b>Financial Position (Million Baht)</b>		
Assets	725,407	632,295
Loans	485,273	432,334
Allowance for expected credit losses	12,845	14,017
Deposits	520,746	491,452
Liabilities	656,436	567,056
Shareholders' equity	68,971	65,239
Capital funds	73,858	70,828
<b>Earnings Performance (Million Baht)</b>		
Net interest income	16,413	15,814
Non-interest income	4,869	4,815
Net profit before tax	5,793	2,023
Net profit after tax	4,641	1,650
<b>Ratios (%)</b>		
Net interest income to average assets	2.42	2.64
Return on average assets	0.68	0.28
Return on average equity	6.92	2.61
Earnings per share - basic (Baht)	1.87	0.66
NPLs (gross) to total loans	2.82	3.09
Book value per share (Baht)	27.75	26.25
Common equity tier 1	16.94	18.00
Capital adequacy	19.03	20.26



United Overseas Bank (Thai) Public Company Limited

31 December 2021

## Management Discussion and Analysis 2021



# Management Discussion and Analysis 2021

## Statutory Financial Results

The Bank and its subsidiaries reported net profit after tax for the year 2021 of Baht 4,641 million, 2,991 million or 181.3% higher than last year.

Total operating income increased by Baht 653 million from 2020 to Baht 21,282 million. Net interest income increased by Baht 599 million or 3.8% to Baht 16,413 million, contributed by lower cost of deposits and in line with loan growth.

Non-interest income of Baht 4,869 million, increased by Baht 54 million or 1.1% compared to last year, mainly from higher gain from financial instruments measured at fair value through profit or loss. Net fee and service income of Baht 3,337 million decreased from last year by Baht 29 million.

Total operating expenses were at Baht 12,233 million increased by Baht 143 million or 1.2% year-on-year, caused by staff expenses and other expenses based on business volume.

Additionally, the Bank set up expected credit loss of Baht 3,256 million in 2021, comparing to Baht 6,516 million in 2020. This result from pre-emptive provision to reflect the economic contraction for impact on the spread of Covid-19 pandemic in last year.

## Summarised Statutory Financial Results For the Years Ended 31 December 2021 and 2020

	Consolidated financial statements		Million Baht
	2021	2020	% change
<b>Statements of income</b>			
Interest income	20,791	22,173	(6.2)
Interest expenses	4,378	6,359	(31.2)
Net Interest income	16,413	15,814	3.8
Non-interest income	4,869	4,815	(1.1)
Total operating income	21,282	20,629	3.2
Total operating expenses	12,233	12,090	1.2
Operating profit	9,049	8,539	6.0
Expected credit losses	3,256	6,516	(50.0)
Net profit before income tax expenses	5,793	2,023	186.4
Income tax expenses	1,152	373	208.8
<b>Net profit</b>	<b>4,641</b>	<b>1,650</b>	<b>181.3</b>





# Management Discussion and Analysis 2021

## Key Financial Position Items

	Million Baht		
	Consolidated financial statements		% change
	2021	2020	
Total assets	725,407	632,295	14.7
Gross loans to customers	485,273	432,334	12.2
Net loans to customers	476,263	421,662	12.9
Total deposits	520,746	491,452	6.0
Total liabilities	656,436	567,056	15.8
Total shareholder's equity	68,971	65,239	5.7
Non-performing loans (NPLs)	16,664	15,250	9.3

## Key Financial Ratios (%)

	Consolidated financial statements		change
	2021	2020	
Net interest income to average assets	2.4	2.6	(0.2)
Gross loans to deposits	93.2	88.0	5.2
Net loans to deposits	91.5	85.8	5.7
NPLs to total loans*	2.8	3.1	(0.3)
Common Equity Tier 1 to risk-weighted assets	16.9	18.0	(1.1)
Total capital funds to risk-weighted assets	19.0	20.3	(1.3)

\* Including interbank and money market loans

## Net Interest Income

Net interest income for 2021 was Baht 16,413 million, 3.8% or Baht 599 million higher than last year. Interest expenses from deposits dropped by Baht 1,952 million from lower deposit rates. Likewise, interest income from loans decreased by Baht 972 million from reduction in the Bank's average lending rates in 2021. Interest income from investment reduced by Baht 348 million, corresponding to Bank of Thailand's policy rate cuts.

## Non-Interest Income

Non-interest income for 2021 was Baht 4,869 million, an increase of Baht 54 million or 1.1% compared with the previous year due to higher gains on financial instruments measured at fair value through profit or loss. Although, net fee and service income was Baht 3,337 million, decreased from last year by Baht 29 million, resulting from economic stagnation.

## Operating Expenses

The Bank and its subsidiaries' operating expenses for 2021 was at Baht 12,233 million, an increase of Baht 143 million or 1.2% compared with last year.

The staff expenses of 2021 increased by Baht 66 million or 1.1% mainly attributed to higher staff benefit in this year.

Headcount as of 31 December 2021 was 4,392 compared to 4,592 in December 2020.

Other non-staff expenses were higher than previous year by Baht 77 million, which due primarily to higher data processing based on business volume, partly offset by lower advertising and sales promotion expenses reflected by the impact of Covid-19 pandemic.

## Expected credit losses

The Bank set aside expected credit losses for 2021 in a total of Baht 3,256 million, comparing to Baht 6,516 million in 2020. This result from pre-emptive provision of performing loans to cushion for uncertain potential risk under downward economic environment in last year.

## Capital Expenditure

The Bank's capital expenditure for 2021 totaled Baht 1,588 million, compared to Baht 1,680 million in 2020, a decrease of Baht 92 million primarily relating to reduction in expenditure for new Head Office building.

## Dividend Payment Policy

The Bank's dividend payment policy is governed by Bank of Thailand and The Public Limited Companies Act. The dividend payment is subject to approval by shareholders at the Annual General Meeting.

## Assets

Total assets as at 31 December 2021 was Baht 725,407 million, an increase of Baht 93,112 million or 14.7% from the previous year, due to loans expansion and higher interbank and money market items.

As of 31 December 2021, net loans of the Bank increased from last year by 13.0% or Baht 54,601 million to Baht 476,263 million, largely contributed by corporate lending.

## Liabilities

Total liabilities as at 31 December 2021 was Baht 656,436 million, an increase of Baht 89,380 million or 15.8% year-on-year, mainly owing to deposits and interbank and money market items.

Total deposits as at 31 December 2021 went up by 6.0% or Baht 29,294 million to Baht 520,746 million, driven by corporate banking deposits.

## Shareholders' Equity

As of 31 December 2021, shareholders' equity was at Baht 68,971 million, an increase of Baht 3,731 million, or 5.7% from end of 2020, mainly due to the profitable operating result for 2021 of Baht 4,641 million.

## Loans to Top 20 Customer Groups

	% of total loans	
	2021	2020
Loans to top 20 customer groups	9.3	7.4
Others	90.7	92.6
<b>Total loans</b>	<b>100.0</b>	<b>100.0</b>

The loan concentration in 2021 increased from the previous year. Loans to top 20 largest customer groups accounted for 9.3% of total loans, increasing from 7.4% in 2020.





# Management Discussion and Analysis 2021

## Classification of Loans and interest receivables

	2021	
	Million Baht	%
Stage 1 (Performing)	438,850	89.7
Stage 2 (Under-Performing)	33,368	6.8
Total Performing Loans	472,218	96.5
Stage 3 (Non-Performing)	16,847	3.5
Purchased or originated credit impaired	43	0.0
Total NPLs	16,890	3.5
Grand total	489,108	100.0

## Classification of Loans and interest receivables

	2020	
	Million Baht	%
Stage 1 (Performing)	387,028	88.8
Stage 2 (Under-Performing)	33,093	7.6
Total Performing Loans	420,121	96.4
Stage 3 (Non-Performing)	15,515	3.6
Purchased or originated credit impaired	43	0.0
Total NPLs	15,558	3.6
Grand total	435,679	100.0

## Asset Quality Ratios

	%	
	2021	2020
NPLs / Total loans*	2.8	3.1
Allowance for doubtful accounts* / Total loans*	2.2	2.8

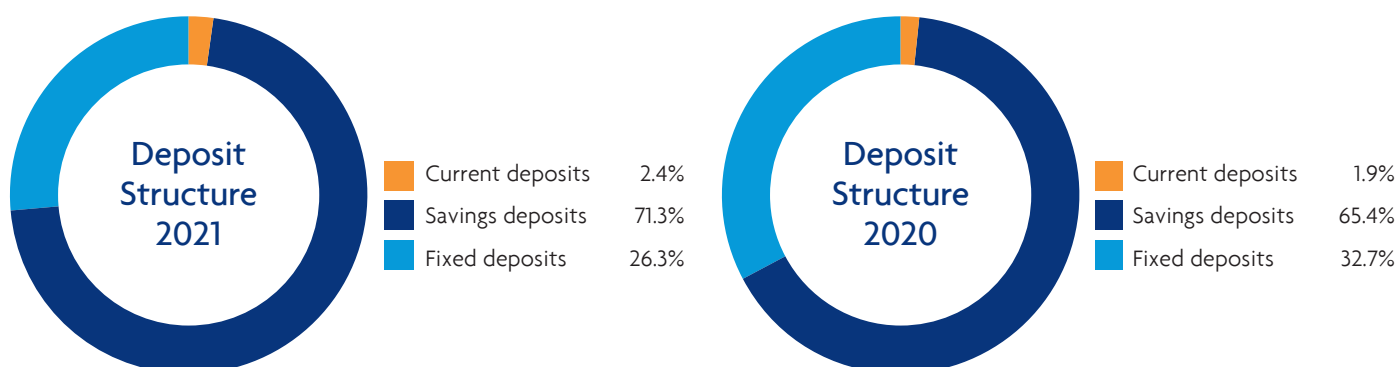
\* Including interbank and money market loans

## Non-Performing Loan (NPL) Management

As of 31 December 2021, NPLs stood at Baht 16,664 million, an increase of Baht 1,414 million, compared with Baht 15,250 million in 2020. NPLs to total loans ratio in 2021 was at 2.8%, decreasing from 3.1% in 2020.

## Deposit Structure

	% of total deposits	
	2021	2020
Current deposits	2.4	1.9
Savings deposits	71.3	65.4
Fixed deposits	26.3	32.7
Total	100.0	100.0



As at 31 December 2021, the Bank had total deposits of Baht 520,746 million, an increase of Baht 29,294 million from end of 2020, which was largely contributed by savings deposits. Total current and savings deposits accounted for 73.7% of total deposit base, while fixed deposits accounted for 26.3%. Net loans-to-deposits ratio was 91.5% as at end of 2021, higher than end of 2020 at 85.8%.

## Capital Funds

	2021		2020	
	Million Baht	%	Million Baht	%
Total capital funds	73,858	19.0	70,828	20.3
Tier 1 capital / Common Equity Tier 1 (CET1)	65,741	16.9	62,932	18.0
Tier 2 capital	8,117	2.1	7,896	2.3

The Bank has adopted the Internal Ratings-Based Approach (IRB) under Basel III capital framework. As at 31 December 2021, the Bank's Total Capital Adequacy Ratio remained at 19.0% while and Tier 1 capital and CET1 ratios were at 16.9%, which above the sum of Bank of Thailand's minimum requirement and conservation buffer.





## Independent Auditor's Report

To the Shareholders of United Overseas Bank (Thai) Public Company Limited

### Opinion

I have audited the accompanying consolidated financial statements of United Overseas Bank (Thai) Public Company Limited and its subsidiary ("the Group"), which comprise the consolidated statement of financial position as at 31 December 2021, and the related consolidated statements of comprehensive income, changes in shareholders' equity and cash flows for year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies, and have also audited the separate financial statements of United Overseas Bank (Thai) Public Company Limited for the same period.

In my opinion, the financial statements referred to above present fairly, in all material respects, the financial position of United Overseas Bank (Thai) Public Company Limited and its subsidiary and of United Overseas Bank (Thai) Public Company Limited as at 31 December 2021, their financial performance and cash flows for the year then ended in accordance with the Bank of Thailand's regulations and Thai Financial Reporting Standards.

### Basis for Opinion

I conducted my audit in accordance with Thai Standards on Auditing. My responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of my report. I am independent of the Group in accordance with the Code of Ethics for Professional Accountants as issued by the Federation of Accounting Professions as relevant to my audit of the financial statements, and I have fulfilled my other ethical responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

### Emphasis of Matters

I draw attention to the following matters:

- (a) As described in Notes 1.2 and 13.3 to the financial statements, the Coronavirus 2019 (COVID-19) outbreak has an impact on business sectors and the Bank has provided assistance to debtors in accordance with the Bank of Thailand's guidelines in providing assistance to debtors. Hence, the Bank's management prepared its financial statements for the year ended 31 December 2021, selecting to adopt the Accounting Guidance related to Temporary Relief Measures issued by the Federation of Accounting Professions.
- (b) As described in Note 48.1 to the financial statements, the Bank entered into a memorandum of understanding to acquire the consumer banking business of Citibank, N.A., Bangkok Branch and another two Citigroup affiliated companies.

My opinion is not modified in respect of these matters.

### Other Information

Management is responsible for the other information. The other information comprise the information included in annual report of the Group, but does not include the financial statements and my auditor's report thereon.

My opinion on the financial statements does not cover the other information and I do not express any form of assurance conclusion thereon.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact. I have nothing to report in this regard.

### Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Thai Financial Reporting Standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Group's financial reporting process.

### Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Thai Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Thai Standards on Auditing, I exercise professional judgement and maintain professional skepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. I am responsible for the direction, supervision and performance of the Group audit. I remain solely responsible for my audit opinion.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

I am responsible for the audit resulting in this independent auditor's report.



**Saranya Pludsri**

Certified Public Accountant (Thailand) No. 6768

EY Office Limited  
Bangkok: 4 March 2022



United Overseas Bank (Thai) Public Company Limited

31 December 2021

## Financial Statements and Notes to Financial Statements





## Statements of financial position

As at 31 December 2021 and 2020

		(Unit: Thousand Baht)			
		Consolidated financial statements		Separate financial statements	
	Note	2021	2020	2021	2020
<b>Assets</b>					
Cash		3,233,661	3,278,229	3,233,661	3,278,229
Interbank and money market items - net	8	101,882,260	68,335,913	101,882,260	68,335,913
Financial assets measured at fair value					
through profit or loss	9	16,292,188	3,468,247	16,292,188	3,468,247
Derivatives assets	10	5,124,707	6,125,725	5,124,707	6,125,725
Investments - net	11	102,554,699	108,401,078	102,554,699	108,401,078
Investments in subsidiary - net	12	-	-	60,000	60,000
Loans to customers and accrued interest					
receivables - net	13	476,262,563	421,661,966	476,262,563	421,661,966
Properties foreclosed - net	15	160,012	199,032	160,012	199,032
Premises and equipment - net	16	15,693,846	14,785,090	15,687,618	14,778,334
Right-of-use assets - net	17	423,622	387,760	423,622	387,760
Other intangible assets - net	18	1,061,902	1,073,086	1,061,151	1,072,116
Deferred tax assets - net	19.1	3,758	4,012	-	-
Deposits		646,008	2,442,911	645,998	2,442,901
Other assets - net	20	2,067,909	2,131,883	2,066,894	2,130,958
<b>Total assets</b>		<b>725,407,135</b>	<b>632,294,932</b>	<b>725,455,373</b>	<b>632,342,259</b>
<b>Liabilities and shareholders' equity</b>					
<b>Liabilities</b>					
Deposits	21	520,745,956	491,451,697	520,845,916	491,559,581
Interbank and money market items	22	103,576,340	45,374,539	103,576,340	45,374,538
Liabilities payable on demand		2,973,635	2,632,685	2,973,635	2,632,685
Derivatives liabilities	10	4,093,092	6,282,944	4,093,092	6,282,944
Debts issued and borrowings	23	12,100,260	11,000,000	12,100,260	11,000,000
Lease liabilities	24	407,083	362,944	407,083	362,944
Provisions for long-term employee benefits	25	2,000,169	1,994,069	1,981,963	1,976,192
Provisions for other liabilities	26	1,001,786	1,004,507	1,001,786	1,004,507
Deferred tax liabilities - net	19.1	214,695	505,478	214,695	505,478
Accrued expenses		3,718,155	2,581,176	3,711,783	2,573,224
Guarantee deposits		2,567,561	968,665	2,569,613	970,717
Other liabilities	27	3,037,355	2,896,954	3,047,477	2,906,848
<b>Total liabilities</b>		<b>656,436,087</b>	<b>567,055,658</b>	<b>656,523,643</b>	<b>567,149,658</b>

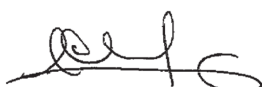
The accompanying notes are an integral part of the financial statements.



# Statements of financial position

As at 31 December 2021 and 2020

		(Unit: Thousand Baht)			
		Consolidated financial statements		Separate financial statements	
	Note	2021	2020	2021	2020
<b>Shareholders' equity</b>					
Share capital					
Registered, issued and paid-up share capital					
2,485,661,305 ordinary shares at par value					
of Baht 10 each					
		24,856,613	24,856,613	24,856,613	24,856,613
Other components of equity	28	6,131,355	7,145,572	6,131,355	7,145,572
Retained earnings					
Appropriated					
Statutory reserve					
	29	1,915,000	1,680,000	1,915,000	1,680,000
Unappropriated					
		36,068,080	31,557,089	36,028,762	31,510,416
Equity attributable to equity holders of the Bank		68,971,048	65,239,274	68,931,730	65,192,601
Non-controlling interests of the subsidiary		-	-	-	-
<b>Total shareholders' equity</b>		<b>68,971,048</b>	<b>65,239,274</b>	<b>68,931,730</b>	<b>65,192,601</b>
<b>Total liabilities and shareholders' equity</b>		<b>725,407,135</b>	<b>632,294,932</b>	<b>725,455,373</b>	<b>632,342,259</b>



**Tan Choon Hin**  
President and Chief Executive Officer




**Sanchai Apisaksirikul**  
Director and Managing Director

The accompanying notes are an integral part of the financial statements.

# Statements of comprehensive income

For the years ended 31 December 2021 and 2020

		(Unit: Thousand Baht)			
		Consolidated financial statements		Separate financial statements	
	Note	2021	2020	2021	2020
<b>Profit or loss:</b>					
Interest income	40	20,791,288	22,172,745	20,791,288	22,172,745
Interest expenses	41	4,378,470	6,358,431	4,378,666	6,358,751
<b>Net interest income</b>		<b>16,412,818</b>	<b>15,814,314</b>	<b>16,412,622</b>	<b>15,813,994</b>
Fees and service income		4,122,368	4,156,818	4,122,368	4,156,818
Fees and service expenses		784,975	790,986	927,386	937,477
<b>Net fees and service income</b>	42	<b>3,337,393</b>	<b>3,365,832</b>	<b>3,194,982</b>	<b>3,219,341</b>
Net gains on financial instruments measured at fair value through profit or loss	43	909,534	756,996	909,534	756,996
Net gains on investments	44	140,612	208,854	140,612	208,854
Dividend income		9,034	9,752	44,034	39,752
Other operating income		472,578	473,252	490,271	486,077
<b>Total operating income</b>		<b>21,281,969</b>	<b>20,629,000</b>	<b>21,192,055</b>	<b>20,525,014</b>
<b>Operating expenses</b>					
Employee's expenses		6,161,398	6,095,174	6,085,486	6,025,806
Directors' remunerations		11,316	11,316	11,316	11,316
Premises and equipment expenses		1,441,050	1,470,347	1,435,734	1,464,758
Taxes and duties		734,054	752,961	733,906	752,805
Advertising and sale promotion expenses		893,854	947,264	893,853	947,264
Data processing charges		1,332,404	1,055,419	1,332,404	1,055,419
Other operating expenses		1,659,031	1,758,112	1,648,125	1,739,294
<b>Total operating expenses</b>		<b>12,233,107</b>	<b>12,090,593</b>	<b>12,140,824</b>	<b>11,996,662</b>
<b>Expected credit losses</b>	45	<b>3,255,681</b>	<b>6,515,695</b>	<b>3,255,681</b>	<b>6,515,695</b>
<b>Profits from operation before income tax expenses</b>		<b>5,793,181</b>	<b>2,022,712</b>	<b>5,795,550</b>	<b>2,012,657</b>
Income tax expenses	19.2	1,152,170	372,712	1,146,162	364,885
<b>Profits for the years</b>		<b>4,641,011</b>	<b>1,650,000</b>	<b>4,649,388</b>	<b>1,647,772</b>
<b>Other comprehensive income (loss)</b>	46				
Other comprehensive income to be reclassified to profit or loss in subsequent years:					
Gains (losses) on valuation of investments in debt instruments measured at fair value through other comprehensive income		(1,216,216)	306,465	(1,216,216)	306,465
Income tax benefits (expenses)		243,243	(61,293)	243,243	(61,293)

The accompanying notes are an integral part of the financial statements.





## Statements of comprehensive income

For the years ended 31 December 2021 and 2020

	Note	(Unit: Thousand Baht)			
		Consolidated financial statements		Separate financial statements	
		2021	2020	2021	2020
Other comprehensive income to be reclassified to profit or loss in subsequent years - net of income taxes		(972,973)	245,172	(972,973)	245,172
Other comprehensive income not to be reclassified to profit or loss in subsequent years:					
Changes in revaluation surplus on assets		-	3,398,125	-	3,398,125
Losses on valuation of investments in equity securities designated at fair value through other comprehensive income		(4,120)	(12,035)	(4,120)	(12,035)
Actuarial gains on the defined benefit plans		74,074	10,270	72,796	11,008
Income tax expenses		(13,991)	(679,272)	(13,735)	(679,419)
Other comprehensive income not to be reclassified to profit or loss in subsequent years - net of income taxes		55,963	2,717,088	54,941	2,717,679
<b>Total other comprehensive income (loss) for the years</b>		<b>(917,010)</b>	<b>2,962,260</b>	<b>(918,032)</b>	<b>2,962,851</b>
<b>Total comprehensive income for the years</b>		<b>3,724,001</b>	<b>4,612,260</b>	<b>3,731,356</b>	<b>4,610,623</b>
<b>Profits for the years attributable to:</b>					
Equity holders of the Bank		4,641,011	1,650,000	4,649,388	1,647,772
Profits attributable to non-controlling interests of the subsidiary		-	-		
		4,641,011	1,650,000		
<b>Total comprehensive income for the years attributable to:</b>					
Equity holders of the Bank		3,724,001	4,612,260		
Non-controlling interests of the subsidiary		-	-		
		3,724,001	4,612,260		
<b>Earnings per share of equity holders of the Bank</b>					
Basic earnings per share (Baht)	37	1.87	0.66	1.87	0.66



**Tan Choon Hin**  
President and Chief Executive Officer




**Sanchai Apisaksirikul**  
Director and Managing Director

The accompanying notes are an integral part of the financial statements.

# Statements of changes in shareholders' equity

For the years ended 31 December 2021 and 2020

(Unit: Thousand Baht)

	Consolidated financial statements							
	Equity attributable to equity holders of the Bank				Total equity			
	Other components of equity		Retained earnings		attributable to equity holders of the Bank		Non-controlling interests of the subsidiary	Total
	Issued and paid-up share capital	Revaluation surplus on assets	Revaluation surplus on investments	Appropriated - Statutory reserve	Unappropriated			
<b>Beginning balance as of 1 January 2020</b>	24,856,613	3,603,956	612,967	1,595,000	29,958,574	60,627,110	-	60,627,110
Decrease due to disposal and amortisation of revaluation surplus on assets	-	(25,395)	-	-	25,395	-	-	-
Profit for the year	-	-	-	-	1,650,000	1,650,000	-	1,650,000
Other comprehensive income for the year	-	2,718,500	235,544	-	8,216	2,962,260	-	2,962,260
Total comprehensive income for the year	-	2,718,500	235,544	-	1,658,216	4,612,260	-	4,612,260
Transfer to retained earnings	-	-	-	-	(1,127)	(1,127)	-	(1,127)
Appropriated retained earnings to be statutory reserve	-	-	-	85,000	(85,000)	-	-	-
Other	-	-	-	-	1,031	1,031	-	1,031
<b>Ending balance as of 31 December 2020</b>	24,856,613	6,297,061	848,511	1,680,000	31,557,089	65,239,274	-	65,239,274
<b>Beginning balance as of 1 January 2021</b>	24,856,613	6,297,061	848,511	1,680,000	31,557,089	65,239,274	-	65,239,274
Decrease due to disposal and amortisation of revaluation surplus on assets	-	(37,948)	-	-	40,764	2,816	-	2,816
Profit for the year	-	-	-	-	4,641,011	4,641,011	-	4,641,011
Other comprehensive income (loss) for the year	-	-	(976,269)	-	59,259	(917,010)	-	(917,010)
Total comprehensive income (loss) for the year	-	-	(976,269)	-	4,700,270	3,724,001	-	3,724,001
Transfer to retained earnings	-	-	-	-	4,957	4,957	-	4,957
Appropriated retained earnings to be statutory reserve	-	-	-	235,000	(235,000)	-	-	-
<b>Ending balance as of 31 December 2021</b>	24,856,613	6,259,113	(127,758)	1,915,000	36,068,080	68,971,048	-	68,971,048

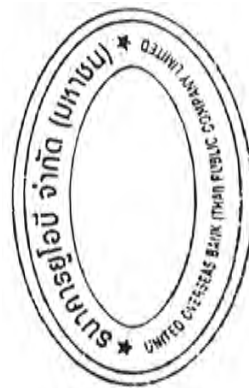
The accompanying notes are an integral part of the financial statements.



# Statements of changes in shareholders' equity

For the years ended 31 December 2021 and 2020

	(Unit: Thousand Baht)						
	Separate financial statements						
	Other components of equity			Retained earnings			Total
	Issued and paid-up share capital	Revaluation surplus on assets	Revaluation surplus on investments	Appropriated - Statutory reserve	Unappropriated		
<b>Beginning balance as of 1 January 2020</b>	24,856,613	3,603,956	612,967	1,595,000	29,913,538	60,582,074	
Decrease due to disposal and amortisation of revaluation surplus on assets	-	(25,395)	-	-	25,395	-	
Profit for the year	-	-	-	-	1,647,772	1,647,772	
Other comprehensive income for the year	-	2,718,500	235,544	-	8,807	2,962,851	
Total comprehensive income for the year	-	2,718,500	235,544	-	1,656,579	4,610,623	
Transfer to retained earnings	-	-	-	-	(1,127)	(1,127)	
Appropriated retained earnings to be statutory reserve	-	-	-	85,000	(85,000)	-	
Other	-	-	-	-	1,031	1,031	
<b>Ending balance as of 31 December 2020</b>	24,856,613	6,297,061	848,511	1,680,000	31,510,416	65,192,601	
<b>Beginning balance as of 1 January 2021</b>	24,856,613	6,297,061	848,511	1,680,000	31,510,416	65,192,601	
Decrease due to disposal and amortisation of revaluation surplus on assets	-	(37,948)	-	-	40,764	2,816	
Profit for the year	-	-	-	-	4,649,388	4,649,388	
Other comprehensive income (loss) for the year	-	-	(976,269)	-	58,237	(918,032)	
Total comprehensive income (loss) for the year	-	-	(976,269)	-	4,707,625	3,731,356	
Transfer to retained earnings	-	-	-	-	4,957	4,957	
Appropriated retained earnings to be statutory reserve	-	-	-	235,000	(235,000)	-	
<b>Ending balance as of 31 December 2021</b>	24,856,613	6,259,113	(127,758)	1,915,000	36,028,762	68,931,730	



*Tan Choon Hin*

**Tan Choon Hin**  
President and Chief Executive Officer

*Sanchai Apisaksirikul*

**Sanchai Apisaksirikul**  
Director and Managing Director

The accompanying notes are an integral part of the financial statements.



# Statements of cash flows

For the years ended 31 December 2021 and 2020

	(Unit: Thousand Baht)			
	Consolidated financial statements		Separate financial statements	
	2021	2020	2021	2020
<b>Cash flows from operating activities</b>				
Profits before income tax expenses	5,793,181	2,022,712	5,795,550	2,012,657
Adjustments to reconcile profits from operation before income tax expenses to net cash provided by (paid from) operating activities				
Depreciation	677,858	677,052	676,014	674,804
Amortisation and losses on assets written off	221,907	196,699	221,689	196,480
Unrealised gains on revaluation of financial instruments measured at fair value through profit or loss	(349,038)	(35,111)	(349,038)	(35,111)
Expected credit losses	2,153,607	5,753,695	2,153,607	5,753,695
(Reversal) Impairment losses on properties foreclosed and other assets	(30,544)	211,084	(30,544)	211,084
Gains on disposals of investments	(140,612)	(208,185)	(140,612)	(208,185)
Gains on disposals of property foreclosed	(18,711)	(13,443)	(18,711)	(13,443)
Decrease in accrued other income	22,101	16,469	22,101	16,469
Increase in provisions for long-term employee benefits	180,144	187,559	178,538	186,092
Increase (decrease) in provisions for other liabilities	(2,721)	170,834	(2,721)	170,834
Increase (decrease) in accrued other expenses	578,438	(461,986)	577,997	(462,040)
Net interest income	(16,412,817)	(15,506,314)	(16,412,621)	(15,505,994)
Dividend income	(9,034)	(9,752)	(44,034)	(39,752)
Cash received on interest income	19,889,785	20,258,139	19,889,785	20,258,139
Cash received on dividend income	9,034	9,752	9,034	9,752
Cash paid on interest expenses	(4,501,098)	(6,618,789)	(4,501,293)	(6,619,348)
Cash received on income taxes refund	111,648	-	111,648	-
Cash paid on income taxes	(650,490)	(1,250,019)	(642,295)	(1,243,973)
<b>Income from operating activities before changes in operating assets and liabilities</b>	<b>7,522,638</b>	<b>5,400,396</b>	<b>7,494,094</b>	<b>5,362,160</b>

The accompanying notes are an integral part of the financial statements.



## Statements of cash flows

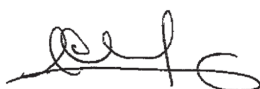
For the years ended 31 December 2021 and 2020

	(Unit: Thousand Baht)			
	Consolidated financial statements		Separate financial statements	
	2021	2020	2021	2020
(Increase) decrease in operating assets				
Interbank and money market items - net	(33,568,003)	(24,927,806)	(33,568,003)	(24,927,806)
Financial assets measured at fair value through profit or loss	(12,823,845)	4,113,423	(12,823,845)	4,113,423
Derivatives assets	3,236,573	2,050,855	3,236,573	2,050,855
Investments in subsidiary	-	1,750	-	1,750
Loans to customers	(55,366,535)	(21,296,830)	(55,366,535)	(21,296,830)
Properties foreclosed	83,575	76,271	83,575	76,271
Other assets	1,623,553	(1,730,837)	1,623,478	(1,730,837)
Increase (decrease) in operating liabilities				
Deposits	28,677,028	35,452,223	28,669,104	35,460,656
Interbank and money market items	57,300,777	22,925,596	57,300,777	22,925,596
Liabilities payable on demand	340,129	300,513	340,129	300,513
Derivatives liabilities	(3,277,277)	(2,404,938)	(3,277,277)	(2,404,938)
Provisions for long-term employee benefits	(99,971)	(107,559)	(99,971)	(107,559)
Other liabilities	1,868,995	502,670	1,869,222	502,178
<b>Net cash provided by (used in) operating activities</b>	<b>(4,482,363)</b>	<b>20,355,727</b>	<b>(4,518,679)</b>	<b>20,325,432</b>
<b>Cash flows from investing activities</b>				
Proceeds from sales of investments	259,241,044	93,290,955	259,241,044	93,290,955
Cash paid for investments	(254,107,456)	(114,348,600)	(254,107,456)	(114,348,600)
Dividend received from subsidiary	-	-	35,000	30,000
Purchases of premises and equipment	(1,378,779)	(1,430,891)	(1,377,463)	(1,430,596)
Purchases of other intangible assets	(209,154)	(250,051)	(209,154)	(250,051)
<b>Net cash provided by (used in) investing activities</b>	<b>3,545,655</b>	<b>(22,738,587)</b>	<b>3,581,971</b>	<b>(22,708,292)</b>

The accompanying notes are an integral part of the financial statements.

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2021	2020	2021	2020
<b>Cash flows from financing activities</b>				
Cash paid on lease liabilities	(208,120)	(211,706)	(208,120)	(211,706)
Cash received on long-term debts issued and borrowings	6,100,260	-	6,100,260	-
Cash paid on long-term debts issued and borrowings	(5,000,000)	-	(5,000,000)	-
<b>Net cash provided by (used in) financing activities</b>	<b>892,140</b>	<b>(211,706)</b>	<b>892,140</b>	<b>(211,706)</b>
<b>Net decrease in cash and cash equivalents</b>	<b>(44,568)</b>	<b>(2,594,566)</b>	<b>(44,568)</b>	<b>(2,594,566)</b>
Cash and cash equivalents as at 1 January	3,278,229	5,872,795	3,278,229	5,872,795
<b>Cash and cash equivalents as at 31 December</b>	<b>3,233,661</b>	<b>3,278,229</b>	<b>3,233,661</b>	<b>3,278,229</b>
<b>Supplemental disclosures of cash flows information</b>				
Non-cash items:				
Properties foreclosed in settlement of loans to customers	25,844	22,040	25,844	22,040



**Tan Choon Hin**  
President and Chief Executive Officer




**Sanchai Apisaksirikul**  
Director and Managing Director

The accompanying notes are an integral part of the financial statements.





# Notes to Financial Statements

## 1. General information

### 1.1 Corporate information

United Overseas Bank (Thai) Public Company Limited (“the Bank”) was incorporated as a public limited company under Thai law and domiciled in Thailand. The Bank has been operated mainly commercial banking business and its registered office is located at No. 191 South Sathon Road, Sathon District, Bangkok. As at 31 December 2021, the Bank conducts its business through a network of 149 branches throughout all regions in Thailand (31 December 2020: 152 branches). Its major shareholder is United Overseas Bank Limited, a company registered in Singapore.

The subsidiary was incorporated as a limited company under Thai law and have been operating its business in Thailand. Its principal business is debt collection services.

### 1.2 Coronavirus disease 2019 Pandemic

The Coronavirus disease 2019 (COVID-19) pandemic is directly and indirectly impacting various businesses and industry sectors. This situation creates uncertainties and impacts the Bank’s operating results and cash flows at present, and is expected to do so in the future. However, the Bank’s management has continuously monitored ongoing developments and assessed the financial impact in respect of the valuation of assets, provisions and contingent liabilities, and has used estimates and judgement in various matters in order to continuously assess the impact as the situation evolves.

## 2. Basis of preparation of financial statements

### 2.1 Basis of preparation of financial statements

For the year ended 31 December 2021, the financial statements are presented in accordance with Thai Financial Reporting Standards enunciated under the Accounting Professions Act B.E. 2547 and with reference to the principles stipulated by the Bank of Thailand (“BoT”) and accordance with the Notification of the Bank of Thailand (“BoT”) No. SOR NOR SOR. 21/2561 dated 31 October 2018, regarding the Preparation and Announcement of Financial Statements of Commercial Banks and Parent Companies of Financial Holding Groups, including any other supplementary BoT’s Notifications and the Accounting Guidance issued by the Federation of Accounting Professions.

The financial statements have been prepared on a historical cost basis except otherwise disclosed in Note 4 to the financial statements regarding a summary of significant accounting policies.

The financial statements in Thai language are the official statutory financial statements of the Bank. The financial statements in English language have been translated from such financial statements in Thai language.

### 2.2 Basis of consolidation

(a) These consolidated financial statements include the financial statements of the Bank and its subsidiary the following:

Company name	Business type	Country of registration	Percentage of shares held by the Bank as at		Percentage of total assets included in consolidated assets as at		Percentage of profits included in consolidated profits for the years ended	
			31 December		31 December		31 December	
			2021	2020	2021	2020	2021	2020
UOB Services Co., Ltd.	Debt Collection Services	Thailand	99.99	99.99	-	-	-	-

- (b) The Bank is deemed to have control over investee companies or subsidiaries if it has rights, or is exposed, to variable returns from its involvement with the investee, and it has the ability to direct the activities that affect the amount of its returns.
- (c) Subsidiary is entity in which the Bank has control over the financial and operating policies of those entity. Subsidiary is fully consolidated from the date of acquisition, being the date on which the Bank obtains control, and continue to be consolidated until the date when such control ceases. The effects to the consolidated financial statements of all significant transactions between the Bank and its subsidiary are eliminated in the consolidated financial statements, including investments in subsidiary and share capital of subsidiary.
- (d) The financial statements of the subsidiary is prepared having the same reporting period and using the same significant accounting policies as those of the Bank.
- (e) The Bank's financial statements include the accounts of all branches after elimination of significant inter-branch transactions and balances.
- (f) Non-controlling interests represent the portion of net profit or loss and net assets of the subsidiary that are not held by the Bank and are presented separately in the consolidated statements of comprehensive income and within equity in the consolidated statements of financial position.

### 2.3 Separate financial statements

The Bank prepares its separate financial statements, which present investments in subsidiary under the cost method.

## 3. New financial reporting standards

### 3.1 Financial reporting standards that became effective in the current year

During the year, the Bank and its subsidiary have adopted the revised financial reporting standards and interpretations which are effective for fiscal years beginning on or after 1 January 2021. These financial reporting standards were aimed at alignment with the corresponding International Financial Reporting Standards with most of the changes directed towards clarifying accounting treatment and providing accounting guidance for users of the standards.

The adoption of these financial reporting standards does not have any significant impact on the Bank and its subsidiary financial statements.

### 3.2 Financial reporting standards that will become effective for fiscal year beginning on or after 1 January 2022

The Federation of Accounting Professions issued a number of revised financial reporting standards, which are effective for fiscal years beginning on or after 1 January 2022. These financial reporting standards were aimed at alignment with the corresponding International Financial Reporting Standards with most of the changes directed towards clarifying accounting treatment and, for some standards, providing temporary reliefs or temporary exemptions for users.

The management of the Bank and its subsidiary is currently evaluating the impact of these standards on the financial statements in the year when they are adopted.

### 3.3 Accounting Guidance on the Guidelines Regarding the Provision of Financial Assistance to Debtors Affected by COVID-19 that will become effective for fiscal years beginning on or after 1 January 2022

The Federation of Accounting Professions announced Accounting Guidance on the Guidelines Regarding the Provision of Financial Assistance to Debtors Affected by COVID-19. Its objectives are to provide temporary relief measures and an alternative for all entities providing assistance to debtors in accordance with the measures to assist debtors specified in the circular of the Bank of Thailand No. BOT.RPD2.C. 802/2564 "Guidelines regarding the provision of financial assistance to debtors affected by COVID-19 (sustainable debt resolution)" or any other measures announced by the Bank of Thailand. Such entities include credit card businesses, businesses providing loans secured against vehicle registrations without collateral, personal loan businesses under the supervision of the Bank of Thailand and certain entities not under the supervision of the Bank of Thailand, such as leasing, hire-purchase, motorcycle hire-purchase and factoring businesses.



## Notes to Financial Statements

The accounting guidance is effective for entities that provide assistance to debtors impacted by COVID-19 during the period from 1 January 2022 to 31 December 2023 or until the Bank of Thailand makes changes with which the entities are to comply. The guidance applies to the staging assessment and setting aside of provisions for qualified debtors, and covers all types of debtors, namely large debtors, small- and medium-sized debtors and retail debtors.

- a) In cases of debt restructuring for the purpose of reducing the debt burden of debtors that involve more than just extending the payment timeline, the applicable procedures are as follows:
  - Loans that are not yet non-performing (Non-NPL) are classified as loans with no significant increase in credit risk (Performing or Stage 1) without compliance monitoring, provided that the payment terms and conditions are clearly stated in the debt restructuring agreement and the debtor is considered able to comply with the debt restructuring agreement.
  - Non-performing loans (NPL) are classified as performing loans or Stage 1 if the debtor is able to make payment in accordance with the debt restructuring agreement for 3 consecutive months or installments, whichever is the longer period.
  - Additional loans provided to a debtor for use as additional working capital or to increase liquidity to enable the debtor to continue its business operations during the debt restructuring are classified as performing loans or Stage 1 if the debtor is considered able to comply with the debt restructuring agreement.
  - Loans are classified as loans that there has been a significant increase in credit risk (Under-performing or Stage 2) when principal or interest payments are more than 30 days past due or 1 month past due.
  - A new effective interest rate is applied to determine the present value of loans that have been restructured if the debt restructuring causes the existing effective interest rate to no longer reflect the estimated cash inflows from the loan.
- b) In cases of the debt restructuring involving only a payment timeline extension, the applicable procedures are as follows:
  - The staging assessment and setting aside of provisions are performed in accordance with the relevant financial reporting standards.
  - The guidelines specified in the appendix of the circular of the Bank of Thailand No. BOT.RPD2.C. 802/2564 “Guidelines regarding the provision of financial assistance to debtors affected by COVID-19 (sustainable debt resolution)” relating to assessment of whether there has been a significant increase in credit risk are applied to assess whether a debtor is to move to under-performing stage or Stage 2.
- c) Expected credit losses are determined based on the outstanding balance of the drawn down portion only. No expected credit loss is calculated for unused credit lines.
- d) For retail debtors and SME debtors who are in the process of debt restructuring and unable to complete the process by 31 December 2021 in accordance with guidelines specified in the circular of the Bank of Thailand No. BOT.RPD2.C. 594/2564 “Guidelines regarding debt restructuring to assist debtors affected by COVID-19”, classification of the debtors remains at the same stage as before restructuring until 31 March 2022 or until the Bank of Thailand makes changes with which the entities are to comply.

For debtors whose debt is restructured between 1 January 2021 and 31 December 2021, in accordance with the above clauses no. a) and b), the guidelines on staging assessment and provisioning under this accounting guidance apply from 1 January 2022 to 31 December 2023. However, for the year 2021 entities can still apply the Accounting Guidance on Temporary Relief Measures for Entities Providing Assistance to Debtors Impacted by Situations That Affect the Thai Economy.





## 4. Summary of significant accounting policies

### 4.1 Revenue recognition

#### (a) Interest income

The Bank and its subsidiary have recognised interest income on an accrual basis by using effective interest rate method. The effective interest rate is the rate that exactly discounts estimated future cash receipts through the expected life of the financial instrument or a shorter period, when appropriate, to the net carrying amount of the financial asset. The effective interest rate is calculated by taking into account any discount or premium on acquisition, fees and costs that are an integral part of the effective interest rate.

The Bank and its subsidiary have calculated interest income by using effective interest rate method applied to the gross carrying value of financial assets. If financial assets are later credit-impaired, the Bank and its subsidiary recognise interest income using effective interest rate method applied to the net carrying value (carrying value minus allowance for expected credit losses) of financial assets. If the financial asset is no longer credit-impaired, the Bank and its subsidiary revert to calculating interest income on a gross carrying value.

Discounts received in advance in respect of bills purchased and other unearned interest income are recognised as revenue on an accrual basis over the terms of the bills.

#### (b) Brokerage fees and service fees on derivatives trading are recognised as revenue on the transaction dates.

#### (c) Gains (losses) on securities and derivatives trading are recognised as revenues or expenses on transaction dates.

#### (d) Interest and dividends on investments

Interest on investments is recognised as revenue on an accrual basis based on the effective interest rate. Dividends are recognised as revenue when the right to receive the dividend is established.

#### (e) Fees and other service fees are recognised as revenues on an accrual basis.

### 4.2 Expenses recognition

The Bank and its subsidiary recognise expenses on an accrual basis.

### 4.3 Net gains (losses) from financial instruments measured at fair value through profit or loss

Net gains (losses) from financial instruments measured at fair value through profit or loss consist of gains (losses) on trading and foreign exchange transactions, gains (losses) from changes in the fair value of derivatives and financial assets designated to be measured at fair value through profit or loss, gains (losses) from sales of financial assets measured at fair value through profit or loss and derivatives. The Bank and its subsidiary recognise them as revenues or expenses on the transaction dates.

### 4.4 Cash

Cash is the amount included in the statements of financial position under the caption of cash, which consists of cash on hand and cheques in transit.

### 4.5 Securities purchased under resale agreements/ securities sold under repurchase agreements

The Bank enters into agreements with private entities to purchase/sell securities whereby there is an agreement to resell/repurchase the securities at certain dates in the future and at fixed prices. Amounts paid for the securities purchased under resale agreement are presented as assets under the caption of "Interbank and money market items" or "Financial asset measured at fair value through profit or loss" in the statements of financial position, and the underlying securities are treated as collateral to such receivables, while securities sold under repurchase agreement are presented as liabilities under the caption of "Interbank and money market items" in the statement of financial position at the amounts received from the sale of those securities, and the underlying securities are treated as collateral.



## Notes to Financial Statements

### 4.6 Financial instruments

#### Recognition of financial instruments

The Bank and its subsidiary recognise financial assets or financial liabilities when the Bank and its subsidiary become a party to the contractual provisions of the financial instruments.

#### Classification and measurement of financial assets and financial liabilities

##### Financial assets - debt instruments

The Bank and its subsidiary classify its financial assets in debt instruments as financial assets subsequently measured at amortised cost or fair value in accordance with the Bank and its subsidiary's business model in managing the financial assets and according to the contractual cash flows characteristics of the financial assets as follows:

##### A financial asset measured at amortised cost

A financial asset shall be classified as a financial asset measured at amortised cost only if both following conditions are met: the financial asset is held within a business model whose objective is to hold financial asset in order to collect contractual cash flows and the contractual terms of the financial assets represent contractual cash flows that are solely payments of principal and interest on the principal amount outstanding on the designation date. These financial assets are initially recognised at fair value on trade date and subsequently measured at amortised cost net of allowance for expected credit losses (if any).

##### A financial asset measured at fair value through other comprehensive income

A financial asset shall be classified as a financial asset measured at fair value through other comprehensive income only if both following conditions are met: the financial asset is held within a business model whose objective is achieved by both collecting contractual cash flows and selling financial asset as well as the contractual terms of the financial assets represent contractual cash flows that are solely payments of principal and interest on the principal amount outstanding on the designation date. These financial assets are initially recognised at fair value and subsequently measured at fair value. The unrealised gains or losses from changes in their fair value are recognised as a component of shareholders' equity in other comprehensive income. Upon derecognition, after which such gains or losses on disposal of the instruments will be recognised as gain or losses in profit or loss. The gains or losses on foreign exchange, expected credit losses, and interest income calculated using the effective interest rate method are recognised in profit or loss.

##### A financial asset measured at fair value through profit or loss

A financial asset shall be classified as a financial asset measured at fair value through profit or loss unless the financial asset is held within a business model whose objective is to hold financial asset in order to collect contractual cash flows or, the contractual terms of the financial assets represent contractual cash flows that are solely payments of principal and interest on the principal amount outstanding on the designation date. These financial assets are initially recognised at fair value and are subsequently measured at fair value. Unrealised gains or losses from change in fair value, and gains or losses on disposal of instruments are recognised as gains (losses) on financial instruments measured at fair value in profit or loss.

##### Financial assets - equity securities

The Bank and its subsidiary have classified investments in equity securities that are not held for trading but held for strategic purposes or for securities with potential for high market volatility as the financial asset designated to be measured at fair value through other comprehensive income, where an irrevocable election has been made by the management. Such classification is determined on an instrument-by-instrument basis. Gains and losses arising from changes in fair value are recognised in other comprehensive income and not subsequently recognised in profit or loss when disposal, instead, they are transferred to retained earnings. Dividends on these investments are recognised in profit or loss, unless the dividends clearly represent a recovery of part of the cost of the investment.

### Financial liabilities

Except for derivative liabilities, at initial recognition the Bank and its subsidiary's financial liabilities are recognised at fair value net of transaction costs and classified as liabilities to be subsequently measured at amortised cost.

### **Modifications of financial instruments not measured at fair value**

#### Financial assets

If the terms of a financial assets are modified, the Bank and its subsidiary evaluate whether the cash flows of the modified financial assets are different from the original financial assets significantly. The original financial assets are derecognised and a new financial assets are recognised at fair value. The difference between the carrying amount of the financial assets extinguished and the new financial assets are recognised in profit or loss as a part of impairment loss.

If the cash flows of the modified financial assets are not substantially different, the Bank and its subsidiary recalculate the gross carrying amount of the financial assets and recognise the amount arising from adjusting the gross carrying amount as a modification gain or loss in profit or loss which is presented as impairment losses.

#### Financial liabilities

The Bank and its subsidiary derecognise a financial liability when its terms are modified, and the cash flows of the modified financial liabilities are substantially different. A new financial liability based on the modified terms is recognised at fair value. The difference between the carrying amount of the financial liability extinguished and the new financial liability is recognised in profit or loss.

If the cash flows of the modified financial liabilities are not substantially different, the Bank and its subsidiary adjust the carrying amount of the financial liability to reflect the net present value of the revised cash flows discounted at the original effective interest rate and recognises the amount arising from adjusting the carrying amount as a modification gains or losses.

### **Offsetting**

Financial assets and financial liabilities are offset, and the net amount is presented in the statement of financial position when the Bank and its subsidiary have a currently enforceable legal right to offset the recognised amounts and intends to settle on a net basis or to realise the asset and settle the liabilities simultaneously.

### **Derecognition of financial instruments**

The Bank and its subsidiary derecognise a financial asset when the rights to receive cash flows from the asset have expired or have been transferred and either the Bank and its subsidiary have transferred substantially all the risks and rewards of the asset, or the Bank and its subsidiary have neither transferred nor retained substantially all the risks and rewards of the asset but have transferred control of the asset. Any interest from transferred financial assets, which is created or retained by the Bank and its subsidiary, are recognised separately as an asset or a liability.

A financial liability is derecognised when the obligation under the liability is discharged or cancelled or expires.

### **Write-off**

Debts that are determined to be irrecoverable are written off (either partially or in full) in the period in which the decision is taken. This is generally the case when the Bank and its subsidiary determine that the borrower does not have assets or sources of income that could generate sufficient cash flows to repay the amounts subject to the write-off. However, financial assets that are written off are still subject to enforcement activities in order to comply with the Bank and its subsidiary's procedures for recovery of amount due.



## Notes to Financial Statements

### 4.7 Investments

The Bank and its subsidiary have classified investments in securities as debt or equity instruments financial assets as follows:

#### Financial assets - debt instruments

The Bank and its subsidiary classify its investment in debt instruments as financial assets subsequently measured at amortised cost or fair value in accordance with the Bank and its subsidiary's business model in managing the financial assets and according to the contractual cash flows characteristics of the financial assets as follows:

#### **(a) Financial assets measured at fair value through profit or loss**

It is classified as a financial asset measured at fair value through profit or loss unless the financial asset is held within a business model whose objective is to hold financial asset in order to collect contractual cash flows or, the contractual terms of the financial assets represent contractual cash flows that are solely payments of principal and interest on the principal amount outstanding on the designation date. These financial assets are initially recognised at fair value and are subsequently measured at fair value. Unrealised gains or losses from change in fair value measured at fair value in profit or loss.

#### **(b) Financial assets measured at fair value through other comprehensive income**

It is classified as a financial asset measured at fair value through other comprehensive income only if both following conditions are met: the financial asset is held within a business model whose objective is achieved by both collecting contractual cash flows and selling financial asset as well as the contractual terms of the financial assets represent contractual cash flows that are solely payments of principal and interest on the principal amount outstanding on the designation date. These financial assets are initially recognised at fair value and subsequently measured at fair value. The unrealised gains or losses from changes in their fair value are recognised as a component of shareholders' equity in other comprehensive income. Upon derecognition, after which such gains or losses on disposal of the debt instruments will be recognised as gain or losses in profit or loss. The expected credit losses, and interest income calculated using the effective interest rate method are recognised in profit or loss.

At the end of reporting period, investments in debt instruments measured at fair value through other comprehensive income are presented in the statement of financial position net of allowance for expected credit losses (if any).

#### Financial assets - equity instruments

The Bank and its subsidiary classify investments in non-marketable domestic and foreign equity securities as financial asset designated to be measured at fair value through other comprehensive income, which could not be subsequently changed. Gains and losses arising from changes in fair value is recognised in other comprehensive income and not subsequently recycled to profit or loss when disposal, instead, it is transferred to retained earnings. Dividends on these investments are recognised in profit or loss, unless the dividends clearly represent a recovery of part of the cost of the investment.

#### Fair value

Fair values of investments are calculated on the following basis:

- (i) For government and state enterprises bonds, fair value is calculated based on the average latest bidding price posted on the Thai Bond Market Association.
- (ii) For marketable domestic equity securities, fair value is the last bid price quoted on The Stock Exchange of Thailand on the last business day of the period. For marketable foreign equity securities, fair value is the last bid price quoted in the stock market in the country in which such securities are traded.
- (iii) For non-marketable equity securities, fair value is based on the net asset values of such investments.





- (iv) For investment units, the fair value is determined using the Net Assets Value (NAV) per unit announced on the reporting period-end dates.
- (v) For private enterprises debt securities, the average latest bid price posted on the Thai Bond Market Association is used as the fair value adjusted with an appropriate risk premium.

#### Gains (losses) on disposals of investments

Gains (losses) on disposals of investments (excluding investments in equity securities classified as financial assets designated to be measured at fair value through other comprehensive income) are recognised in profit or loss on the transaction dates. The weighted average method is used for computation of the cost of investments.

#### Initial recognition

The Bank initially recognise purchases and sales of investments on settlement dates.

#### Changes in classification of investments in debt instruments

When there are changes in the Bank's business model for management of financial assets, the Bank has to reclassify investments in debt instruments and adjust the value of these investments to their fair value on the reclassification date. Differences between the book value and fair value of investments in debt instruments on the reclassification date are recorded in profit or loss or other comprehensive income depending on the classification of the reclassified investment.

### **4.8 Investments in subsidiaries**

Investments in subsidiaries as presented in the separate financial statements are stated at cost net of allowance for impairment (if any). Losses on impairment are recognised as expenses in profit or loss.

### **4.9 Loans to customers**

Loans to customers include overdrafts, term loans, trade bills, hire purchase and financial lease receivables and other loans. All items categorised under loans to customers (except for hire purchase and financial lease receivables and overdrafts) are presented at the principal amount outstanding, net of unearned discounts received in advance.

Hire purchase and financial lease receivables are stated at the outstanding balances per contract values net of outstanding balances of deferred revenue, which are presented after netting deferred commission expenses and initial direct cost on the inception of the hire-purchase agreements and advances received from debtors under financial lease agreements.

Overdrafts are stated at the drawn amounts together with any accrued interest receivables.

Loans purchased by or transferred to the Bank are stated at acquisition costs, after netting allowance for impairment loss.

### **4.10 Allowance for expected credit losses on financial assets**

The Bank and its subsidiary recognise an allowance for expected credit losses of financial assets - debt instruments, which are interbank and money market (assets), loans to customers and investments in debt securities, including loan commitments and financial guarantee contracts, measured at amortised cost or fair value through other comprehensive income using the General Approach. The Bank and its subsidiary classify its financial assets into three stages based on the changes in credit risk since initial recognition as follows:

#### Stage 1: Financial assets where there has not been a significant increase in credit risk (Performing)

For credit exposures where there has not been a significant increase in credit risk since initial recognition and that are not credit-impaired upon origination, the Bank and its subsidiary recognise allowance for expected credit losses at the amount equal to the expected credit losses in the next 12 months.



## Notes to Financial Statements

### Stage 2: Financial assets where there has been a significant increase in credit risk (Under-Performing)

For credit exposures where there has been a significant increase in credit risk since initial recognition but that are not credit impaired, the Bank and its subsidiary recognise allowance for expected credit losses at the amount equal to the lifetime expected credit losses of financial assets.

### Stage 3: Financial assets that are credit-impaired (Non-Performing)

Financial assets are assessed as credit impaired when one or more events that have a detrimental impact on the estimated future cash flows of that asset have occurred. For financial assets that have become credit-impaired, the Bank and its subsidiary recognise allowance for expected credit losses at the amount equal to the lifetime expected credit losses of financial assets.

At every reporting date, the Bank and its subsidiary assess whether there has been a significant increase in credit risk of financial assets since initial recognition by comparing the risk of default over the expected lifetime at the reporting date with the credit risk at the date of initial recognition. In determining whether credit risk has increased significantly since initial recognition, the Bank and its subsidiary use internal quantitative and qualitative indicators, and forecasts information to assess the deterioration in credit quality of financial assets such as arrears of over 30 days past due, forbearance status for debt restructuring agreements, loans under the watchlist (Early warning sign), loans that are classified as in the high risk group, changes of internal credit rating of the borrower since initial recognition, and issuer credit rating as either 'under investment grade' or 'no rating' for investments in debt securities, etc.

The Bank and its subsidiary assess whether the credit risk has increased significantly from the date of initial recognition on an individual or collective basis. In order to perform collective evaluation of impairment, the Bank and its subsidiary classify financial assets on the basis of shared credit risk characteristics, taking into account type of instrument, credit limit, internal credit ratings, overdue status, and other relevant factors.

Financial assets are assessed to be credit-impaired when one or more events that have a detrimental impact on the estimated future cash flows of the counterparties have occurred. Evidence of credit-impaired financial assets includes arrears of over 90 days past due or having indications that the borrower is experiencing significant financial difficulty, a breach of contract, bankruptcy or distressed restructuring.

A loan to customer that has been renegotiated due to a deterioration in the borrower's condition is usually considered to be significant increase in credit risk or credit-impaired unless there is evidence that the risk of not receiving contractual cash flows has reduced significantly and there are no other indicators of impairment.

The Bank and its subsidiary consider their historical loss experience, adjusted by current observable data and plus on the reasonable and supportable forecasts of future economic conditions, including appropriate use of judgement, to estimate the amount of an expected credit losses. The Bank and its subsidiary determine both current and future economic scenario, and probability-weighted in each scenario (base scenario and downturn scenario) for calculating expected credit losses. The use of macroeconomic factors which major are included, but are not limited to, unemployment rate and property price index, etc. The Bank and its subsidiary have established the process to review and monitor methodologies, assumptions and forward-looking macroeconomics scenarios on an annual basis.

In the case of investments in debt securities measured at fair value through other comprehensive income, the Bank and its subsidiary recognise impairment charge in profit or loss as expected credit losses and the allowance for expected credit losses with the corresponding amount in other comprehensive income, whereas the carrying amount of the investments in debt securities in the statement of financial position still present at fair value.

The measurement of expected credit losses on loan commitments is the present value difference between the contractual cash flows that are due to the Bank and its subsidiary if the commitment is drawn down and the cash flows that the Bank and its subsidiary expect to receive. The measurement of expected credit losses for financial guarantees is based on the expected payments to reimburse the holder less any amounts that the Bank and its subsidiary expect to recover.

Increase (decrease) in an allowance for expected credit losses is recognised as an increase (decrease) to expenses in profit or loss during the year.

Bad debts are written off during the year in which the Bank considers that they are uncollectible as approved by the Special Asset Management Credit Committee and are accounted for by deducting from the allowance for expected credit losses. All bad debt recovered are recognised as revenue on a cash basis and is presented as an offset transaction to expected credit loss accounts in profit or loss.

The Bank has a policy to write-off unsecured consumer loans that are overdue longer than 180 days. Those unsecured consumer loans comprise of credit card receivables and other unsecured personal loans.

#### 4.11 Financial assets with modification of terms/troubled debt restructuring

When a financial asset's terms of repayment are renegotiated or modified, or debt is restructured, or an existing financial asset is replaced with a new financial asset because a debtor is having financial difficulties, the Bank assesses whether to derecognise the financial asset and measures the expected credit losses, as follows:

- If the modification of terms does not result in derecognition of the financial asset, the Bank calculates the gross book value of the new financial asset based on the present value of the new or modified cash flows, discounted using the original effective interest rate of the financial asset, and recognises a gain or loss on modification of terms in profit or loss.
- If the modification of terms results in derecognition of the financial asset, the fair value of the new financial asset is the latest cash flows of the original financial asset as at the date of derecognition. The difference between the book value and the fair value of the financial asset is recognised in profit or loss.

At the debt restructuring date, the debtors whose financial asset and commitment may be classified as either Performing/Stage 1 or Under Performing/Stage 2 or Non Performing/Stage 3. In the case where the respective debtor that is classified as Under Performing / Stage 2, shall be upgraded to Performing/Stage 1 if their repayment under the new debt restructuring contract have been made for at least 3 months from the restructuring date. Those Debtor who is classified as Non-Performing/Stage 3 shall be upgraded to Performing/Stage 1 when repayment under the new debt restructuring contract have been made at least 12 months from the restructuring date. Nevertheless, the debtor shall not fall under the Significant Increase in Credit Risk indicators (SICR) prior to upgrading to Performing/Stage 1. However, the Bank may carefully consider to classify the financial asset and commitment to be in alignment to the debtor's financial performance and repayment ability.

#### 4.12 Properties foreclosed

Properties foreclosed of the Bank are stated at the lower of cost and net realisable value. Net realisable value is determined by using the latest appraisal value, taking into consideration selling expenses, and in accordance with the BOT's guidelines. Properties foreclosed, which have been received as a result of a debt/asset swap are recorded at the lower of the legally claimable value of the loan or the net realisable value of the foreclosed properties.

Losses on impairment are charged to profit or loss. Gains or losses on the sale of properties foreclosed are recognised only when such properties are sold.

#### 4.13 Premises and equipment and depreciation

Land is stated at cost or reappraised value. Buildings are stated at cost or reappraised value less accumulated depreciation and allowance for impairment loss (if any). Equipment is stated at cost less accumulated depreciation and allowance for impairment loss (if any).

Depreciation is calculated by reference to their cost or reappraised value on a straight-line basis over the following estimated useful lives for each type of assets:

Buildings	-	50 years
Building improvement	-	10 years
Equipment	-	3 years 5 years 10 years and 25 years

No depreciation is determined for land and assets under construction/installation.



## Notes to Financial Statements

Premises are initially recorded at cost and then subsequently revalued by the independent appraisers to their fair value in accordance with the guidelines announced by the BOT. The Bank's policy is to revalue these assets every 3 - 5 years in order that their carrying value at the end of reporting period does not differ materially from their fair value.

In addition, the Bank has considered and reviewed the economic useful life of the fully depreciated buildings based on the residual economic useful life of the buildings in accordance with the appraisal of independent appraiser.

Differences arising from revaluation are dealt with as follows:

- When the carrying value of asset is increased as a result of a revaluation, the increase is credited directly to other comprehensive income (loss) and the cumulative increase is recognised in shareholders' equity as "Revaluation surplus on assets", presented as a part of other components of shareholders' equity in statements of financial position. However, if the asset was previously devalued and the Bank used to recognise such a revaluation decrease as an expense in profit or loss, a revaluation increase from this revaluation is then recognised as a revenue to the extent that it reverses a revaluation decrease in respect of the same asset previously recognised as an expense.
- When the carrying value of asset is decreased as a result of a revaluation, the decrease is recognised as an expense in profit or loss. However, if the asset was previously revalued and still has the outstanding revaluation surplus left in "Revaluation surplus on assets", the revaluation decrease is then charged to the other comprehensive income (loss) to the extent that it does not exceed on amount already held in "Revaluation surplus on assets" in respect of the same assets.

Amortisation of the revaluation surplus on assets is charged directly against retained earnings.

The revaluation surplus on assets can neither be used to offset against deficit nor for dividend distribution.

An item of premises and equipment is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on disposal of an asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in profit or loss when the asset is derecognised.

### 4.14 Leasehold rights

Leasehold rights are stated at cost less accumulated amortisation under the heading of "Other assets" in statements of financial position. Leasehold rights are amortised on a straight-line basis over the lease periods and the amortisation amounts are recognised as expenses in profit or loss.

### 4.15 Other intangible assets and amortisation

Other intangible assets are carried at cost less accumulated amortisation and allowance for impairment loss (if any).

Other intangible assets with finite lives are amortised on a systematic basis over the economic useful life and tested for impairment whenever there is an indication that the intangible asset may be impaired. The amortisation period and the amortisation method of such intangible assets are reviewed at least at each financial year-end. The amortisation expense is charged to profit or loss.

Other intangible assets with finite useful lives are application softwares, which have estimated useful lives of 10 years.

Application softwares and application development purchased since 1 January 2018 onwards have estimated useful lives of 8 years.

### 4.16 Provisions for other liabilities

Provisions for other liabilities are recognised when the Bank and its subsidiary have a present obligation as a result of a past event and it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation. In the event that the amount cannot be clearly identifiable, then an estimate of such obligation is made.





#### 4.17 Impairment of non-financial assets

At each reporting date, the Bank and its subsidiary perform impairment reviews in respect of an asset whenever events or changes in circumstances indicate that an asset may be impaired. An impairment loss is recognised when the recoverable amount of an asset, which is the higher of the asset's fair value less costs to sell and its value in use, is less than the carrying amount. In determining value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. In determining fair value less costs to sell, an appropriate valuation model is used. These calculations are corroborated by a valuation model that, based on information available, reflects the amount that the Bank and its subsidiary could obtain from the disposal of the asset in an arm's length transaction between knowledgeable, willing parties, after deducting the costs of disposal.

An impairment loss is recognised in profit or loss. However in cases where premises were previously revalued and the revaluation surplus was taken to equity, a part of such impairment loss is recognised in equity up to the amount of the revaluation surplus previously recognised.

In the assessment of asset impairment, if there is any indication that previously recognised impairment loss may no longer exist or may have decreased, the Bank and its subsidiary estimate the asset's recoverable amount. A previously recognised impairment loss is reversed only if there has been a change in the assumptions used to determine the asset's recoverable amount since the last impairment loss was recognised. The increased carrying value of the asset attributable to a reversal of an impairment loss shall not exceed the carrying value that would have been determined had no impairment loss been recognised for the asset in prior periods. Such reversal is recognised in profit or loss unless the asset is carried at a revalued amount, in which case the reversal, which exceeds the carrying value that would have been determined, is treated as a revaluation increase.

#### 4.18 Employee benefits

##### (a) Short-term benefits

Salaries, wages, bonuses and contributions to the social security fund are recognised as expenses when incurred.

Leave entitlements are recognised when they accrue to employees. Provision for leave entitlements is made based on contractual terms, with adjustment for expected attrition.

##### (b) Post-employment benefits

###### *Defined contribution plans*

The Bank, its subsidiary and their employees established the provident funds under the Provident Fund Act B.E. 2530. According to the funds' regulations, every employee, after the probation period, is entitled to apply for membership. The employees contribute to the fund at the rate of 2%, 5%, 6%, 10% or 15% of their basic salary and the Bank and its subsidiary contribute to the funds at the rate of 5% - 6% of their basic salary. The employees are entitled to the benefits upon termination of employment in accordance with the rules of the funds, except when termination of employment is due to violations of the rules and regulations of the Bank and its subsidiary.

The funds set up by the Bank and its subsidiary are managed independently by UOB Asset Management (Thailand) Co., Ltd. Therefore, these funds do not appear in the consolidated and separate statements of financial position.

The Bank and its subsidiary's contributions are recognised as expenses when incurred.

###### *Defined benefit plan and other defined benefit plan*

The Bank and its subsidiary have severance payment obligations to employees upon retirement under labor law. The Bank and its subsidiary treat these severance payments as the defined benefit plan. In addition, the Bank and its subsidiary also has other long-term employment benefit scheme for employees of the Bank under the previous name of "Bank of Asia Public Co., Ltd.," who joined the Bank prior to 16 May 2005 and have been employed for at least 15 years, the benefits of which are based on the latest month's salary and the number of years of service. Employees will receive half of this other long-term employment benefits when they resign or will receive it in full when they retire. The Bank and its subsidiary treats these benefits to be other long-term defined benefit plan.



## Notes to Financial Statements

The defined benefit plan obligations are determined by a professionally qualified independent actuary using the projected unit credit method.

Actuarial gains and losses arising from the defined benefit plan and other long-term benefit plan are recognised in other comprehensive income or loss.

### 4.19 Lease

#### Right-of-use assets

The Bank and its subsidiary recognises right-of-use assets at the commencement date of the lease (the date the underlying asset is available for use). Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses (if any), and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognised through initial measurement, initial direct costs incurred, and lease payments made at or before the commencement date, less any lease incentives received.

Unless the Bank and its subsidiary is reasonably certain that it will obtain ownership of the leased asset at the end of the lease term, the recognised right-of-use assets are depreciated on a straight-line basis from the commencement date of the lease to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term.

#### Lease liabilities

At the commencement date of the lease, the Bank and its subsidiary recognise lease liabilities measured at the present value of the lease payments to be made over the lease term, discounted by the interest rate implicit in the lease or the Bank and its subsidiary's incremental borrowing rate. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification or reassessment.

#### Short-term leases and leases of low-value assets

Payments under leases that, have a lease term of 12 months or less at the commencement date, or are leases of low-value assets, are recognised as expenses on a straight-line basis over the lease term.

### 4.20 Share-based payments

The cost of the share-based payment plan of United Overseas Bank Limited ("major shareholder") will be invoiced by the major shareholder, and the Bank will record the invoiced amounts as a liability in statements of financial position, and recognise them as an expense in profit or loss over the vesting period as defined in the plan.

### 4.21 Income taxes

Income tax expenses represent the sum of corporate income taxes currently payable and deferred income taxes.

#### (a) Current income taxes

Current income taxes are provided in the accounts at the amount expected to be paid to the taxation authorities, based on taxable profits determined in accordance with tax legislation.

#### (b) Deferred income taxes

Deferred income taxes are provided on temporary differences between the tax bases of assets and liabilities and their carrying amounts at the end of each reporting period, using the tax rates enacted at the end of the reporting periods.

The Bank and its subsidiary recognise deferred tax liabilities for all taxable temporary differences and recognise deferred tax assets for all deductible temporary differences including tax losses carried forward to the extent that it is probable that future taxable profit will be available against which such deductible temporary differences and tax losses carried forward can be utilised.

At each reporting date, the Bank and its subsidiary review and reduce the carrying value of deferred tax assets to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or a part of the deferred tax assets to be utilised.

The Bank and its subsidiary record deferred tax directly to shareholders' equity if the taxes relate to items that are recorded directly to shareholders' equity.

#### 4.22 Foreign currencies

The consolidated and separate financial statements are presented in Baht, which is also the Bank and its subsidiary's functional currency. Items included in the consolidated financial statements of each entity are measured using that functional currency.

Transactions in foreign currencies are translated into Baht at the exchange rates ruling at the dates of the transactions. Monetary assets and liabilities denominated in foreign currencies and commitments, which are limited to forward exchange contracts and currency swap contracts, outstanding at the end of reporting periods are translated into Baht at the exchange rates ruling by the BOT at the end of reporting periods.

Gains and losses on exchange are recognised in profit or loss.

#### 4.23 Financial derivatives

Derivatives are initially recognised at fair value on the date on which a derivative contract is entered into and are subsequently remeasured at fair value. The subsequent changes are recognised in profit or loss.

#### 4.24 Interbank and money market items (Assets/Liabilities)

The Bank recognises and derecognises such items in the financial statements on the settlement dates.

#### 4.25 Fair value measurement

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between buyer and seller (market participants) at the measurement date. The Bank and its subsidiary apply a quoted market price in an active market to measure their assets and liabilities that are required to be measured at fair value by relevant financial reporting standards, except when there is no active market of an identical asset or liability or when a quoted market price is not available, the Bank and its subsidiary measure fair value using valuation technique that are appropriate in the circumstances and maximise the use of relevant observable inputs related to assets and liabilities that are required to be measured at fair value.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the fair value hierarchy into three levels based on categories of input to be used in fair value measurement as follows:

- Level 1 - Use of quoted market prices in an observable active market for such assets or liabilities
- Level 2 - Use of other observable inputs for such assets or liabilities, whether directly or indirectly
- Level 3 - Use of unobservable inputs such as estimates of future cash flows

At the end of each reporting period, the Bank and its subsidiary determine whether transfers have occurred between levels within the fair value hierarchy for assets and liabilities held at the end of the reporting period that are measured at fair value on a recurring basis.

#### 4.26 Accounting Guidance on Temporary Relief Measures for Entities Providing Assistance to Debtors Impacted by Situations That Affect the Thai Economy

The Federation of Accounting Professions announced Accounting Guidance on Temporary Relief Measures for Entities Providing Assistance to Debtors Impacted by Situations That Affect the Thai Economy. Its objectives are to provide temporary relief measures solely for entities providing assistance to debtors impacted by the situations that affect the Thai economy, such as COVID-19, economic conditions, trade wars and drought, and to provide an alternative for all entities providing assistance to debtors in accordance with measures to assist debtors specified in the circular of the BoT No. Phor.Nor.Sor.(23)Vor.276/2563 "Guidelines on providing assistance to debtors impacted by situations that affect the Thai economy" and the circular of



## Notes to Financial Statements

the BoT No. Phor.Nor.Sor.(01)Vor.380/2563 “Measures to provide additional assistance to debtors during the COVID-19 situation” or any other measures announced by the BoT. Such entities include credit card businesses, businesses providing loans secured against vehicle registrations without collateral, personal loan businesses under the supervision of the BoT and certain entities not under the supervision of the BoT, such as leasing, hire-purchase, motorcycle hire-purchase and factoring businesses. Entities providing assistance to debtors in accordance with the BoT’s measures and electing to apply this Accounting Guidance have to apply all temporary relief measures in this guidance.

On 22 April 2020, the Accounting Guidance was announced in the Royal Gazette and it is effective for entities providing assistance to debtors impacted by situations that affect the Thai economy with the helping period during the period from 1 January 2020 to 31 December 2021 or until there are any changes from the Bank of Thailand, which require the compliance for such changes. The guidance applies to large-sized debtors, small and medium-sized debtors, and retail debtors who have the ability to run a business or to repay debts in the future and have been impacted directly or indirectly by such situations, considering the following guidelines.

- Debtors who were not yet non-performing (Stage 1 or Stage 2) on or after 1 January 2020
- Debtors who became non-performing (Stage 3) on or after 1 January 2019, unless the entity is able to prove that the debtors becoming non-performing before 1 January 2019 are non-performing loans affected by the economic conditions

An entity, who provides assistance to affected debtors may apply the followings in accordance with the BoT’s guideline.

- For the provision of assistance to loans that are not yet non-performing (Non-NPL), the Bank may classify them as loans with no significant increase in credit risk (Performing or Stage 1), provided that analysis of its status and business shows that the debtor is able to comply with the debt restructuring agreement without compliance monitoring and the debt restructuring is considered a pre-emptive debt restructuring rather than a troubled debt restructuring. Should the assistance be provided to the debtor in accordance with the circular of BoT No. Phor.Nor.Sor.(01)Vor.380/2563 and the classification of the debtor remains at the same stage as before.
- For the provision of assistance to non-performing loans (NPL), the Bank may classify them as performing loans if the debtor is able to make payment in accordance with the debt restructuring agreement for 3 months or 3 installments consecutively, whichever is the longer period.
- Additional working capital loans provided to a debtor in order to increase liquidity and enable the debtor to continue its business operations during the debt restructuring are classified by account level if the debtor has cash flows to support repayment or if, considering other factors, the debtor has the ability to pay the debt.
- The guidelines of the BoT No. Phor.Nor.Sor.(23)Vor.276/2563 relating to assessment of whether there has been a significant increase in credit risk are applied to assess whether a debtor is moving to Stage 2.
- Expected credit losses are determined based on the outstanding balance of the drawn down portion only.
- If the debt restructuring causes the existing effective interest rate to no longer reflect the estimated cash inflows from the loan, the Bank may apply a newly calculated effective interest rate to determine the present value of loans that have been restructured and recognises interest income on the basis of this new effective interest rate during the grace period, or in accordance with the BoT’s new guidelines No. Phor.Nor.Sor.(01)Vor.380/2563 if there are changes.
- In cases where a general approach is used in determining expected credit losses, consideration is given to placing less weight on forward-looking information that is the result of the temporary crisis than on information reflecting ability of debt payment from historical experience.

In addition, on 19 June 2020 and 14 May 2021 the BoT issued the circular of the BoT No. Phor.Nor.Sor.(01)Vor. 648/2563 “Measures to provide additional assistance to small-sized debtors during the COVID-19 situation - Phase 2” and BoT No. Gor.Por.Nor.Vor. 480/2564 “Measures to provide additional assistance to small-sized debtors during the COVID-19 situation - Phase 3”. This is to provide additional assistance to debtors. The Bank entered into schemes to provide assistance to debtors and has applied the Accounting Guidances.





## 5. Significant accounting judgements and estimates

The preparation of financial statements in conformity with Thai Financial Reporting Standards at times requires management to make subjective judgements and estimates regarding matters that are inherently uncertain. These judgements and estimates affect reported amounts and disclosures; and actual results could differ from these estimates. Significant judgements and estimates are as follows:

### 5.1 Allowance for expected credit losses for loans to customers and accrued interest receivables, including loan commitments and financial guarantee contracts.

The management is required to use judgement in estimation in determining the allowance for expected credit losses for loans to customers and accrued interest receivables, including loan commitments and financial guarantee contracts. The calculation of allowance for expected credit losses of the Bank and its subsidiary based on the criteria of assessing if there has been a significant increase in credit risk, the development of complex expected credit losses model with a series of underlying assumptions, including the choice of inputs the forecasted macroeconomic variables in the model. This estimation has various relevant factors; therefore, the actual results may differ from estimates.

### 5.2 Fair value of financial instruments

In determining the fair value of financial instruments recognised in the statement of financial position that are not actively traded and for which quoted market prices are not readily available, the management exercised judgement, using a variety of valuation techniques and models. The input to these models is taken from observable markets, and includes consideration of credit risk (the Bank and its counterparties), liquidity, correlation and long-term volatility of financial instruments. Change in assumptions about these factors could affect the fair value recognised in the statement of financial position and disclosure of fair value hierarchy.

### 5.3 Allowance for impairment on investments

The Bank and its subsidiary treat investments as impaired when there has been a significant or prolonged decline in the fair value below its cost or where other objective evidence of impairment exists. The determination of what is “significant” or “prolonged” requires management’s judgement.

### 5.4 Recognition and derecognition of assets and liabilities

In considering whether to recognise or to derecognise assets or liabilities, the management is required to make judgement on whether risk and rewards of those assets or liabilities have been transferred, based on their best knowledge of the current events and arrangements.

### 5.5 Obligations under the defined benefit plan and other long-term benefit plan

Obligations under the defined benefit plan and other long-term benefit plan are determined based on actuarial techniques which involve, various assumptions, including discount rate, future salary incremental rate, staff turnover rate, mortality rate and inflation rates. Management exercises judgement to determine the appropriateness of these assumptions, based on their best knowledge of current events and arrangements.

### 5.6 Other intangible assets

The initial recognition and measurement of other intangible assets, and subsequent impairment testing, require management to make estimates of cash flows to be generated by the asset or the cash generating units and to choose a suitable discount rate in order to calculate the present value of those cash flows.

### 5.7 Litigation

The Bank has contingent liabilities as a result of litigation. The Bank’s management has used judgement to assess of the results of the litigation and recorded the estimated loss that may incur under contingent liabilities as at the end of reporting periods.



## Notes to Financial Statements

### 5.8 Leases

#### Determining the lease term with extension and termination options

In determining the lease term, the management is required to exercise judgement in assessing whether the Bank is reasonably certain to exercise the option to extend or terminate the lease considering all relevant facts and circumstances that create an economic incentive for the Bank to exercise either the extension or termination option.

#### Estimating the incremental borrowing rate

The Bank cannot readily determine the interest rate implicit in the lease, therefore, the management is required to exercise judgement in estimating its incremental borrowing rate to discount lease liabilities. The incremental borrowing rate is the rate of interest that the Bank would have to pay to borrow over a similar term, and with a similar security, the funds necessary to obtain an asset of a similar value to the right-of-use asset in a similar economic environment.

### 5.9 Premises and equipment and depreciation

In determining depreciation of premises and equipment, the management is required to make estimates of the useful lives and residual values of premises and equipment and to review estimate useful lives and residual values when circumstance changes.

The Bank measures land and buildings at revalued amounts. Fair value from revaluation is determined by independent appraisers using market approach for land and depreciated replacement cost approach for buildings. The valuation involves certain assumptions and estimates as described in Note 16 to the financial statements.

In addition, the management is required to consider premises and equipment for impairment at the end of reporting period and record impairment losses when it is determined that their recoverable amount is lower than the carrying amount. This requires judgements regarding forecast of future revenues and expenses relating to the assets subject to the review.

### 5.10 Allowance for impairment on properties foreclosed

The Bank assesses allowance for impairment on properties foreclosed when their net realisable value is below their carrying value. The management uses judgement in estimating impairment loss, taking into account changes in the value of an asset, appraisal value, the type and quality of the asset, how long it is expected to take to dispose of the asset and changes in economic circumstances.

### 5.11 Deferred tax assets

Deferred tax assets are recognised for deductible temporary differences and unused tax losses to the extent that it is probable that taxable profit will be available against which the temporary differences and losses can be utilised. Significant management judgement is required to determine the amount of deferred tax assets that can be recognised, based upon the likely timing and level of estimate future taxable profits.

## 6. Regulatory rule related to capital fund and Liquidity Coverage Ratio (LCR) Disclosure Standards

### 6.1 Regulatory rule related to capital fund

According to the BOT's Notification Sor Nor Sor 4/2556, Sor Nor Sor 5/2556, Sor Nor Sor 14/2562 and Sor Nor Sor 15/2562, commercial banks are required to disclose certain additional capital information for their position. The Bank will disclose such information as at 31 December 2021 in its website ([www.uob.co.th](http://www.uob.co.th)) by the end of April 2022. The Bank disclosed such information as at 31 December 2020 on 27 April 2021.

### 6.2 Regulatory rule related to Liquidity Coverage Ratio (LCR) Disclosure Standards

According to the BOT's Notification Sor Nor Sor 2/2561, commercial banks are required to disclose certain information for Liquidity Coverage Ratio (LCR). The Bank will disclose such information for the second half of the year 2021 in its website ([www.uob.co.th](http://www.uob.co.th)) by the end of April 2022. The Bank disclosed such information for the first half of the year 2021 on 28 October 2021.

## 7. Classification of financial assets and liabilities

(Unit: Million Baht)

Consolidated financial statements					
As at 31 December 2021					
	Financial instruments measured at fair value through profit and loss	Financial instruments measured at fair value through other comprehensive income	Investments in equity securities designated to be measured at fair value through other comprehensive income	Financial instruments measured at amortised cost	Total
<b>Financial assets</b>					
Cash	-	-	-	3,234	3,234
Interbank and money market items - net	-	-	-	101,882	101,882
Financial assets measured at fair value through profit or loss	16,292	-	-	-	16,292
Derivatives assets	5,125	-	-	-	5,125
Investments - net	-	102,483	72	-	102,555
Loans to customers and accrued interest receivables - net	-	-	-	476,263	476,263
Deposits	-	-	-	646	646
Other assets - net	-	-	-	2,068	2,068
<b>Total financial assets</b>	<b>21,417</b>	<b>102,483</b>	<b>72</b>	<b>584,093</b>	<b>708,065</b>
<b>Financial liabilities</b>					
Deposits	-	-	-	520,746	520,746
Interbank and money market items	-	-	-	103,576	103,576
Liabilities payable on demand	-	-	-	2,974	2,974
Derivatives liabilities	4,093	-	-	-	4,093
Debt issued and borrowings	-	-	-	12,100	12,100
Lease liabilities	-	-	-	407	407
Provision for other liabilities	-	-	-	1,002	1,002
Accrued expenses	-	-	-	3,718	3,718
Guarantee deposits	-	-	-	2,568	2,568
Other liabilities	-	-	-	3,037	3,037
<b>Total financial liabilities</b>	<b>4,093</b>	<b>-</b>	<b>-</b>	<b>650,128</b>	<b>654,221</b>



## Notes to Financial Statements

(Unit: Million Baht)

Consolidated financial statements					
As at 31 December 2020					
	Financial instruments measured at fair value through profit and loss	Financial instruments measured at fair value through other comprehensive income	Investments in equity securities designated to be measured at fair value through other comprehensive income	Financial instruments measured at amortised cost	Total
Financial assets					
Cash	-	-	-	3,278	3,278
Interbank and money market items - net	-	-	-	68,336	68,336
Financial assets measured at fair value					
through profit or loss	3,468	-	-	-	3,468
Derivatives assets	6,126	-	-	-	6,126
Investments - net	-	108,325	76	-	108,401
Loans to customers and accrued interest receivables - net	-	-	-	421,662	421,662
Deposits	-	-	-	2,443	2,443
Other assets - net	-	-	-	2,132	2,132
Total financial assets	9,594	108,325	76	497,851	615,846
Financial liabilities					
Deposits	-	-	-	491,452	491,452
Interbank and money market items	-	-	-	45,375	45,375
Liabilities payable on demand	-	-	-	2,633	2,633
Derivatives liabilities	6,283	-	-	-	6,283
Debt issued and borrowings	-	-	-	11,000	11,000
Lease liabilities	-	-	-	363	363
Provision for other liabilities	-	-	-	1,005	1,005
Accrued expenses	-	-	-	2,581	2,581
Guarantee deposits	-	-	-	969	969
Other liabilities	-	-	-	2,897	2,897
Total financial liabilities	6,283	-	-	558,275	564,558



(Unit: Million Baht)

Separate financial statements					
As at 31 December 2021					
	Financial instruments measured at fair value through profit and loss	Financial instruments measured at fair value through other comprehensive income	Investments in equity securities designated to be measured at fair value through other comprehensive income	Financial instruments measured at amortised cost	Total
<b>Financial assets</b>					
Cash	-	-	-	3,234	3,234
Interbank and money market items - net	-	-	-	101,882	101,882
Financial assets measured at fair value through profit or loss	16,292	-	-	-	16,292
Derivatives assets	5,125	-	-	-	5,125
Investments - net	-	102,483	72	-	102,555
Loans to customers and accrued interest receivables - net	-	-	-	476,263	476,263
Deposits	-	-	-	646	646
Other assets - net	-	-	-	2,067	2,067
<b>Total financial assets</b>	<b>21,417</b>	<b>102,483</b>	<b>72</b>	<b>584,092</b>	<b>708,064</b>
<b>Financial liabilities</b>					
Deposits	-	-	-	520,846	520,846
Interbank and money market items	-	-	-	103,576	103,576
Liabilities payable on demand	-	-	-	2,974	2,974
Derivatives liabilities	4,093	-	-	-	4,093
Debt issued and borrowings	-	-	-	12,100	12,100
Lease liabilities	-	-	-	407	407
Provision for other liabilities	-	-	-	1,002	1,002
Accrued expenses	-	-	-	3,712	3,712
Guarantee deposits	-	-	-	2,570	2,570
Other liabilities	-	-	-	3,047	3,047
<b>Total financial liabilities</b>	<b>4,093</b>	<b>-</b>	<b>-</b>	<b>650,234</b>	<b>654,327</b>



## Notes to Financial Statements

(Unit: Million Baht)

Separate financial statements					
As at 31 December 2020					
	Financial instruments measured at fair value through profit and loss	Financial instruments measured at fair value through other comprehensive income	Investments in equity securities designated to be measured at fair value through other comprehensive income	Financial instruments measured at amortised cost	Total
Financial assets					
Cash	-	-	-	3,278	3,278
Interbank and money market items - net	-	-	-	68,336	68,336
Financial assets measured at fair value through profit or loss	3,468	-	-	-	3,468
Derivatives assets	6,126	-	-	-	6,126
Investments - net	-	108,325	76	-	108,401
Loans to customers and accrued interest receivables - net	-	-	-	421,662	421,662
Deposits	-	-	-	2,443	2,443
Other assets - net	-	-	-	2,131	2,131
<b>Total financial assets</b>	<b>9,594</b>	<b>108,325</b>	<b>76</b>	<b>497,850</b>	<b>615,845</b>
Financial liabilities					
Deposits	-	-	-	491,560	491,560
Interbank and money market items	-	-	-	45,375	45,375
Liabilities payable on demand	-	-	-	2,633	2,633
Derivatives liabilities	6,283	-	-	-	6,283
Debt issued and borrowings	-	-	-	11,000	11,000
Lease liabilities	-	-	-	363	363
Provision for other liabilities	-	-	-	1,005	1,005
Accrued expenses	-	-	-	2,573	2,573
Guarantee deposits	-	-	-	971	971
Other liabilities	-	-	-	2,907	2,907
<b>Total financial liabilities</b>	<b>6,283</b>	<b>-</b>	<b>-</b>	<b>558,387</b>	<b>564,670</b>

## 8. Interbank and money market items (Assets)

(Unit: Million Baht)						
Consolidated and separate financial statements						
As at 31 December						
	2021			2020		
	On demand	Term	Total	On demand	Term	Total
<b>Domestic items</b>						
The Bank of Thailand and the Financial Institutions Development Fund	9,951	-	9,951	7,310	-	7,310
Commercial banks	77	34,935	35,012	71	29,932	30,003
Specialised financial institutions	-	52,450	52,450	-	29,530	29,530
Other financial institutions	29	3,471	3,500	25	650	675
<b>Total</b>	<b>10,057</b>	<b>90,856</b>	<b>100,913</b>	<b>7,406</b>	<b>60,112</b>	<b>67,518</b>
Add: Accrued interest receivables and undue interest receivables	-	4	4	-	2	2
Less: Deferred revenue	-	(10)	(10)	-	-	-
Allowance for expected credit loss	(11)	(26)	(37)	(9)	(12)	(21)
<b>Total domestic items</b>	<b>10,046</b>	<b>90,824</b>	<b>100,870</b>	<b>7,397</b>	<b>60,102</b>	<b>67,499</b>
<b>Foreign items</b>						
US Dollar	132	34	166	34	14	48
Yen	12	-	12	54	-	54
EURO	32	-	32	11	25	36
Other currencies	314	489	803	209	490	699
<b>Total</b>	<b>490</b>	<b>523</b>	<b>1,013</b>	<b>308</b>	<b>529</b>	<b>837</b>
Less: Allowance for expected credit losses	(1)	-	(1)	-	-	-
<b>Total foreign items</b>	<b>489</b>	<b>523</b>	<b>1,012</b>	<b>308</b>	<b>529</b>	<b>837</b>
<b>Total domestic and foreign items</b>	<b>10,535</b>	<b>91,347</b>	<b>101,882</b>	<b>7,705</b>	<b>60,631</b>	<b>68,336</b>

## 9. Financial assets measured at fair value through profit or loss

(Unit: Million Baht)		
Consolidated and separate financial statements		
As at 31 December		
	2021	2020
Government and state enterprises securities	1,364	1,402
Bill of exchange	3,218	2,066
Securities purchased under resale agreements	11,710	-
<b>Total financial assets measured at fair value through profit or loss</b>	<b>16,292</b>	<b>3,468</b>



## Notes to Financial Statements

### 10. Derivatives assets/liabilities

As at 31 December 2021 and 2020, the Bank has notional amounts and fair value of derivatives held for trading classified by type of risk as follows:

(Unit: Million Baht)

Type of risk	Consolidated and separate financial statements									
	As at 31 December									
	2021					2020				
	Fair Value		Notional amounts classified by remaining maturity			Fair Value		Notional amounts classified by remaining maturity		
	Assets	Liabilities	Up to 1 year*	Over 1 year	Total	Assets	Liabilities	Up to 1 year*	Over 1 year	Total
Foreign exchange	4,168	3,103	594,339	14,180	608,519	3,089	3,137	285,685	4,930	290,615
Interest rate	948	977	39,387	64,594	103,981	3,038	3,142	45,075	143,125	188,200
Bond forward	5	-	-	300	300	-	-	-	-	-
Commodity derivatives	25	24	498	-	498	13	13	126	-	126
Credit/Debit value adjustments (CVA/DVA)	(21)	(11)	-	-	-	(14)	(9)	-	-	-
<b>Total</b>	<b>5,125</b>	<b>4,093</b>	<b>634,224</b>	<b>79,074</b>	<b>713,298</b>	<b>6,126</b>	<b>6,283</b>	<b>330,886</b>	<b>148,055</b>	<b>478,941</b>

\* Including derivatives have maturity at call.



## 11. Investments

### 11.1 Classified by types of investment

As at 31 December 2021 and 2020, the Bank has investments, as detailed follows:

	(Unit: Million Baht)	
	Consolidated and separate financial statements	
	As at 31 December	
	2021	2020
	Fair value	Fair value
<b>Investments in debt securities measured at fair value through other comprehensive income</b>		
Government and state enterprises securities	102,539	108,381
Less: Allowance for expected credit losses	(55)	(56)
<b>Total</b>	<b>102,484</b>	<b>108,325</b>
<b>Investments in equity securities designated to be measured at fair value through other comprehensive income</b>		
Non-marketable domestic equity securities	69	74
Non-marketable foreign equity securities	2	2
<b>Total</b>	<b>71</b>	<b>76</b>
<b>Investments - net</b>	<b>102,555</b>	<b>108,401</b>

As at 31 December 2021, the Bank has no commitments to purchase debt securities (31 December 2020: Baht 1,036 million) and has commitments to sell debt securities of Baht 171 million (31 December 2020: Baht 933 million).

For the year ended 31 December 2021, the Bank has not disposed equity investments designated to be measured at fair value through other comprehensive income (2020: Baht 6 million).



## Notes to Financial Statements

### 12. Investments in subsidiaries

Company's name	Nature of business	Type of security	Separate financial statements					
			Paid-up share capital		Percentage of shareholding		Investments stated under cost method	
			As at 31 December 2021	As at 31 December 2020	As at 31 December 2021	As at 31 December 2020	As at 31 December 2021	As at 31 December 2020
			(Million Baht)	(Million Baht)	(%)	(%)	(Million Baht)	(Million Baht)
<b>Subsidiaries</b>								
UOB Services Co., Ltd.	Debt collection business	Ordinary shares	60	60	99.99	99.99	60	60
							35	30

## 13. Loans to customers and accrued interest receivables

### 13.1 Classified by loan types

	(Unit: Million Baht)	
	Consolidated and separate financial statements	
	As at 31 December	
	2021	2020
Overdrafts	14,343	14,911
Loans	345,651	319,582
Trade bills	118,485	90,130
Hire-purchase receivables	205	485
Financial lease receivables	601	1,011
Others	5,989	6,215
Less: Deferred revenue	(197)	(321)
Loans to customers, net of deferred revenue	485,077	432,013
Add: Accrued interest receivables	4,031	3,666
Loans to customers, net of deferred revenue, and accrued interest receivables	489,108	435,679
Less: Allowance for expected credit loss	(12,845)	(14,017)
Loans to customers and accrued interest receivables - net	476,263	421,662

### 13.2 Classified by currencies and debtors' residency

	(Unit: Million Baht)					
	Consolidated and separate financial statements					
	As at 31 December					
	2021			2020		
	Domestic	Overseas	Total	Domestic	Overseas	Total
Baht	459,528	509	460,037	419,772	339	420,111
US Dollar	24,340	-	24,340	11,235	-	11,235
Other currencies	700	-	700	667	-	667
Loans to customers, net of deferred revenue	484,568	509	485,077	431,674	339	432,013



## Notes to Financial Statements

### 13.3 Classified by loan classification

	(Unit: Million Baht)	
	Consolidated and separate financial statements	
	As at 31 December 2021	
	Loans to customers and accrued interest receivables	Allowance for expected credit loss
Financial assets where there has not been a significant increase in credit risk (Performing)	438,850	3,259
Financial assets where there has been a significant increase in credit risk (Under-Performing)	33,368	2,516
Financial assets that are credit-impaired (Non-Performing)	16,847	6,017
Financial assets that are credit impaired at purchased or originated credit-impaired	43	43
Excess allowance	-	1,010
<b>Total</b>	<b>489,108</b>	<b>12,845</b>

	(Unit: Million Baht)	
	Consolidated and separate financial statements	
	As at 31 December 2020	
	Loans to customers and accrued interest receivables	Allowance for expected credit loss
Financial assets where there has not been a significant increase in credit risk (Performing)	387,028	3,343
Financial assets where there has been a significant increase in credit risk (Under-Performing)	33,093	3,285
Financial assets that are credit-impaired (Non-Performing)	15,515	6,379
Financial assets that are credit impaired at purchased or originated credit-impaired	43	-
Excess allowance	-	1,010
<b>Total</b>	<b>435,679</b>	<b>14,017</b>

Due to the first time adoption of TFRS 9, on 1 January 2020 the Bank had an excess allowance which was the difference between the allowance for doubtful accounts determined based on the prior year's accounting policy and the allowance for expected credit losses determined under TFRS 9. The Bank notified the Bank of Thailand in its letter dated 2 October 2020 that the Coronavirus 2019 (COVID-19) outbreak and debt relief measures to assist debtors during the COVID-19 situation had significantly affected and requiring the Bank to set aside additional loan loss provisions. The Bank, therefore, notified the BOT to maintain the remained existing excess provision as at 30 September 2020 until COVID-19 pandemic situation relief. However, the Bank will manage by reducing the excess provision to be completed within 5 years in order to comply with the requirements of the BOT.

During the years 2021 and 2020, the Bank has entered into the scheme to provide assistance to affected debtors and has elected to apply Accounting Guidance by the Federation of Accounting Professions on Temporary Relief Measures for Entities Providing Assistance to Debtors Impacted by Situations that Affect the Thai Economy.

As at 31 December 2021, the Bank's outstanding loan balances under the relief measures totaling 44,407 in the amount of Baht 42,613 million (31 December 2020: the Bank's outstanding loan balances under the relief measures totaling 64,422 in the amount of Baht 110,248 million).

### 13.4 Hire-purchase/financial lease receivables

As at 31 December 2021, the Bank has receivables under hire-purchase and financial lease agreements net of deferred revenue amounting to Baht 767 million (31 December 2020: Baht 1,404 million), which are mostly for vehicles and machines. The terms of the agreements are generally between 1 - 10 years and a majority of them charged fixed rates of interest.

(Unit: Million Baht)					
Consolidated and separate financial statements					
As at 31 December 2021					
Amounts due under hire-purchase/financial lease agreements					
	Less than 1 year	1 - 5 years	Over 5 years	Financial assets that are credit impaired	Total
Gross investments under hire-purchase/financial lease agreements	393	366	-	47	809
Less: Deferred revenue*					(39)
Present value of minimum payments required under hire-purchase/financial lease agreements					767
Less: Allowance for expected credit losses					(57)
Hire-purchase/financial lease receivables - net					710

\* After deduction of deferred commission and initial direct costs on hire-purchases (if any)

(Unit: Million Baht)					
Consolidated and separate financial statements					
As at 31 December 2020					
Amounts due under hire-purchase/financial lease agreements					
	Less than 1 year	1 - 5 years	Over 5 years	Financial assets that are credit impaired	Total
Gross investments under hire-purchase/financial lease agreements	623	785	-	87	1,495
Less: Deferred revenue*					(91)
Present value of minimum payments required under hire-purchase/financial lease agreements					1,404
Less: Allowance for expected credit losses					(103)
Hire-purchase/financial lease receivables - net					1,301

\* After deduction of deferred commission and initial direct costs on hire-purchases (if any)





## Notes to Financial Statements

### 14. Allowance for expected credit losses

(Unit: Million Baht)

	Consolidated and separate financial statements					
	31 December 2021					
	Financial assets where there has not been a significant increase in credit risk (12-mth ECL)	Financial assets where there has been a significant increase in credit risk (Lifetime ECL - not credit impaired)	Financial assets that are credit-impaired (Lifetime ECL - credit-impaired)	Financial assets that are credit-impaired at purchased or originated credit-impaired	Excess allowance	Total
Interbank and money market items (assets)						
Beginning balance	21	-	-	-	-	21
Changes due to revaluation of allowance for credit losses	17	-	-	-	-	17
Ending balance	38	-	-	-	-	38
Investments in debt securities measured at fair value through other comprehensive income						
Beginning balance	56	-	-	-	-	56
Changes due to revaluation of allowance for credit losses	(21)	-	-	-	-	(21)
New financial assets purchased or acquired	20	-	-	-	-	20
Ending balance	55	-	-	-	-	55
Loans to customers and accrued interest receivables						
Beginning balance	3,343	3,285	6,379	-	1,010	14,017
Changes due to changes in stages	244	(524)	280	-	-	-
Changes due to revaluation of allowance for credit losses	(925)	(308)	2,362	43	-	1,172
New financial assets purchased or acquired	591	63	-	-	-	654
Bad debt written-off	-	-	(3,004)	-	-	(3,004)
Others	6	-	-	-	-	6
Ending balance	3,259	2,516	6,017	43	1,010	12,845

(Unit: Million Baht)

Consolidated and Separate financial statements					
31 December 2020					
	Financial assets where there has not been a significant increase in credit risk (12-mth ECL)	Financial assets where there has been a significant increase in credit risk (Lifetime ECL - not credit impaired)	Financial assets that are credit-impaired (Lifetime ECL - credit impaired)	Excess allowance	Total
<b>Interbank and money market items (assets)</b>					
Beginning balance	16	-	-	-	16
Changes due to revaluation of allowance for credit losses	5	-	-	-	5
Ending balance	21	-	-	-	21
<b>Investments in debt securities measured at fair value through other comprehensive income</b>					
Beginning balance	45	-	-	-	45
Changes due to revaluation of allowance for credit losses	(9)	-	-	-	(9)
New financial assets purchased or acquired	20	-	-	-	20
Ending balance	56	-	-	-	56
<b>Loans to customers and accrued interest receivables</b>					
Beginning balance	2,662	1,155	5,020	1,122	9,959
Changes due to changes in stages	(37)	(162)	199	-	-
Changes due to revaluation of allowance for credit losses	230	2,190	3,144	-	5,564
New financial assets purchased or acquired	488	102	-	-	590
Bad debt written-off	-	-	(1,984)	-	(1,984)
Amortisation of the excess allowance	-	-	-	(112)	(112)
Ending balance	3,343	3,285	6,379	1,010	14,017



## Notes to Financial Statements

### 15. Properties foreclosed

Properties foreclosed represent properties obtained from debtors as a result of debt restructuring or properties obtained as a result of a successful bid for the mortgaged assets of debtors at auction and including the owned premises of the closed branches awaiting for sale.

Under the debt restructuring agreements, in cases the debtors restructure their debts by means of asset swap, the Bank grants buy-back rights or first refusal rights to certain debtors for a certain period, at prices as agreed in the debt restructuring agreements. The buy-back prices are normally agreed to be the transfer prices of the properties on the restructuring dates or plus interest.

As at 31 December 2021 and 2020, properties foreclosed are summarised as follows:

Type of properties foreclosed	(Unit: Million Baht)			
	Consolidated and separate financial statements			
	For the year ended 31 December 2021			
	Beginning balance	Addition	Disposal	Ending balance
Assets transferred in settlement of debts and assets from successful bids				
Immovable	2,059	26	(65)	2,020
Movable	-	-	-	-
Total properties foreclosed	2,059	26	(65)	2,020
Less: Allowance for impairment	(1,860)	-	-	(1,860)
Properties foreclosed - net	199	26	(65)	160

Type of properties foreclosed	(Unit: Million Baht)			
	Consolidated and separate financial statements			
	For the year ended 31 December 2020			
	Beginning balance	Addition	Disposal	Ending balance
Assets transferred in settlement of debts and assets from successful bids				
Immovable	2,067	55	(63)	2,059
Movable	-	-	-	-
Total properties foreclosed	2,067	55	(63)	2,059
Less: Allowance for impairment	(1,860)	-	-	(1,860)
Properties foreclosed - net	207	55	(63)	199

As at 31 December 2021 and 2020, costs of immovable properties foreclosed were classified by external and internal appraisers as follows:

	(Unit: Million Baht)	
	Consolidated and separate financial statements	
	As at 31 December	
	2021	2020
Properties foreclosed - immovable		
Appraised by external appraisers	2,020	2,029
Appraised by internal appraisers	-	30
<b>Total</b>	<b>2,020</b>	<b>2,059</b>

## 16. Premises and equipment

### 16.1 Movements

	(Unit: Million Baht)				
	Consolidated financial statements				
	Revaluation basis		Cost basis		Total
	Land	Buildings	Building improvement and equipment	Assets under construction/ installation	
<b><u>Cost/Revaluation</u></b>					
As at 1 January 2020	5,894	2,283	4,626	1,036	13,839
Acquisitions	347	22	230	832	1,431
Revaluation surplus	3,000	398	-	-	3,398
Transfer in (out)	(13)	-	34	(34)	(13)
Disposal and written off	-	-	(233)	-	(233)
As at 31 December 2020	9,228	2,703	4,657	1,834	18,422
Acquisitions	-	-	174	1,204	1,378
Transfer in (out)	-	-	17	(17)	-
Disposal and written off	-	-	(107)	-	(107)
As at 31 December 2021	9,228	2,703	4,741	3,021	19,693
<b><u>Accumulated depreciation</u></b>					
As at 1 January 2020	-	(655)	(2,742)	-	(3,397)
Depreciation charged for the year	-	(62)	(402)	-	(464)
Adjustment	-	(8)	-	-	(8)
Disposal and written off	-	-	232	-	232
As at 31 December 2020	-	(725)	(2,912)	-	(3,397)
Depreciation charged for the year	-	(64)	(404)	-	(468)
Disposal and written off	-	-	106	-	106
As at 31 December 2021	-	(789)	(3,210)	-	(3,999)
<b><u>Net book value</u></b>					
As at 31 December 2020	9,228	1,978	1,745	1,834	14,785
As at 31 December 2021	9,228	1,914	1,531	3,021	15,694
Depreciation included in profit or loss for the years ended 31 December					
2020					464
2021					468

## Notes to Financial Statements

(Unit: Million Baht)

	Separate financial statements				
	Revaluation basis		Cost basis		
	Land	Buildings	Building improvement and equipment	Assets under construction/ installation	Total
<b>Cost/Revaluation</b>					
As at 1 January 2020	5,894	2,283	4,610	1,036	13,823
Acquisitions	347	22	230	832	1,431
Revaluation surplus	3,000	398	-	-	3,398
Transfer in (out)	(13)	-	34	(34)	(13)
Disposal and written off	-	-	(233)	-	(233)
As at 31 December 2020	9,228	2,703	4,641	1,834	18,406
Acquisitions	-	-	173	1,204	1,377
Transfer in (out)	-	-	17	(17)	-
Disposal and written off	-	-	(107)	-	(107)
As at 31 December 2021	9,228	2,703	4,724	3,021	19,676
<b>Accumulated depreciation</b>					
As at 1 January 2020	-	(655)	(2,734)	-	(3,389)
Depreciation charged for the year	-	(62)	(400)	-	(462)
Adjustment	-	(8)	-	-	(8)
Disposal and written off	-	-	232	-	232
As at 31 December 2020	-	(725)	(2,902)	-	(3,627)
Depreciation charged for the year	-	(64)	(403)	-	(467)
Disposal and written off	-	-	106	-	106
As at 31 December 2021	-	(789)	(3,199)	-	(3,988)
<b>Net book value</b>					
As at 31 December 2020	9,228	1,978	1,739	1,834	14,779
As at 31 December 2021	9,228	1,914	1,525	3,021	15,688
Depreciation included in profit or loss for the years ended 31 December					
2020					462
2021					467



Had the land and buildings been carried based on a historical cost basis, their net book value as at 31 December 2021 and 2020 would have been as follows:

	(Unit: Million Baht)	
	Consolidated and separate financial statements	
	As at 31 December	
	2021	2020
Land		
Cost	2,232	2,232
Buildings		
Cost	1,831	1,831
Accumulated depreciation	(708)	(678)
Net book value	1,123	1,153

As at 31 December 2021, certain buildings and equipment items of the Bank and its subsidiary were fully depreciated but are still in use. The historical costs or the reappraised values, before deducting accumulated depreciation, of those assets totalled Baht 1,886 million (31 December 2020: Baht 1,534 million) and The Bank only: Baht 1,881 million (31 December 2020: Baht 1,530 million).

## 16.2 Revaluation surplus on assets

Revaluation surplus on assets are surplus from revaluation of land and buildings. Their movements during the years are as follows:

	(Unit: Million Baht)	
	Consolidated and separate financial statements	
	For the years ended 31 December	
	2021	2020
Beginning balances	7,871	4,505
Revaluation surplus for the years	-	3,398
Amortisation for the years	(47)	(32)
Ending balances	7,824	7,871

Revaluation surplus on assets can neither be used to offset against deficit nor for dividend distribution.

Differences arising from revaluation on assets are recognised in accordance with the accounting policy as described in Note 4.13 to the financial statements.

During the year 2020, the Bank arranged for independent professional valuers to appraise the value of land and buildings on an asset-by-asset basis. The basis of the revaluation was as follows:

- Appraisal of land: Market comparison approach is used whereby the buying and selling prices for assets with similar characteristics are obtained.
- Appraisal of buildings: The depreciated replacement cost approach is used for buildings specifically used for the Bank's operation. The market comparison approach is used for general buildings whereby the buying and selling prices for assets with similar characteristics are obtained. The income approach is used for assets that generate income.



## Notes to Financial Statements

Key assumptions in the valuation, which are unobservable inputs generally, are summarised below:

	Assumptions used in revaluation	Result to fair value where as an increase in assumption value
Land price per square wah (Baht)	50,058 - 2,500,000	Increase in fair value (Market comparison approach)
Building construction cost per square metre (Baht)	9,800 - 47,376	Increase in fair value (Depreciated replacement cost approach)
Yield rate (%)	11	Decrease in fair value (Income approach)

### 17. Right-of-use assets

Movement of right-of-use assets for the years ended 31 December 2021 and 2020 are summarised below:

	(Unit: Million Baht)		
	Consolidated and separate financial statements		
	Buildings	Motor vehicle	Total
<b>Cost</b>			
As at 1 January 2020	397	85	482
Additions	129	13	142
Closed contract	(23)	(1)	(24)
As at 31 December 2020	503	97	600
Additions	219	26	245
Closed contract	(15)	-	(15)
As at 31 December 2021	707	123	830
<b>Accumulated depreciation</b>			
As at 1 January 2020	-	-	-
Depreciation for the year	(180)	(32)	(212)
As at 31 December 2020	(180)	(32)	(212)
Depreciation for the year	(181)	(28)	(209)
Closes contract	15	-	15
As at 31 December 2021	(346)	(60)	(406)
<b>Net book value</b>			
As at 31 January 2020	323	65	388
As at 31 December 2021	361	63	424
Depreciation included in profit or loss for the years ended 31 December			
2020			212
2021			209

## 18. Other intangible assets

(Unit: Million Baht)

	Consolidated financial statements			
	Application softwares	Assets in progress	Others	Total
<b>Cost</b>				
As at 1 January 2020	2,914	64	2	2,980
Acquisitions	103	146	-	249
Transfer in (out)	120	(120)	-	-
Written off	(37)	-	-	(37)
As at 31 December 2020	3,100	90	2	3,192
Acquisitions	114	95	-	209
Transfer in (out)	40	(40)	-	-
Written off	(2)	-	-	(2)
As at 31 December 2021	3,252	145	2	3,399
<b>Accumulated amortisation</b>				
As at 1 January 2020	(1,949)	-	-	(1,949)
Amortisation for the year	(207)	-	-	(207)
Written off	37	-	-	37
As at 31 December 2020	(2,119)	-	-	(2,119)
Amortisation for the year	(219)	-	-	(219)
Written off	1	-	-	1
As at 31 December 2021	(2,337)	-	-	(2,337)
<b>Net book value</b>				
As at 31 December 2020	981	90	2	1,073
As at 31 December 2021	915	145	2	1,062
Remaining useful lives (years)	0 - 8	-	-	
Amortisation included in profit or loss for the years ended 31 December				
2020				207
2021				219



## Notes to Financial Statements

	(Unit: Million Baht)			
	Separate financial statements			
	Application softwares	Assets in progress	Others	Total
<b>Cost</b>				
As at 1 January 2020	2,898	64	2	2,964
Acquisitions	103	146	-	249
Transfer in (out)	120	(120)	-	-
Written off	(37)	-	-	(37)
As at 31 December 2020	3,084	90	2	3,176
Acquisitions	114	95	-	209
Transfer in (out)	40	(40)	-	-
Written off	(2)	-	-	(2)
As at 31 December 2021	3,236	145	2	3,383
<b>Accumulated amortisation</b>				
As at 1 January 2020	(1,934)	-	-	(1,934)
Amortisation for the year	(207)	-	-	(207)
Written off	37	-	-	37
As at 31 December 2020	(2,104)	-	-	(2,104)
Amortisation for the year	(219)	-	-	(219)
Written off	1	-	-	1
As at 31 December 2021	(2,322)	-	-	(2,322)
<b>Net book value</b>				
As at 31 December 2020	980	90	2	1,072
As at 31 December 2021	914	145	2	1,061
Remaining useful lives (years)	0 - 8	-	-	
Amortisation included in profit or loss for the years ended 31 December				
2020				207
2021				219

As at 31 December 2021, certain items of other intangible assets of the Bank and its subsidiary were fully amortised but are still in use. The historical costs, before deducting accumulated amortisation, of those assets totalled Baht 1,343 million (31 December 2020: Baht 1,175 million) and The Bank only: Baht 1,330 million (31 December 2020: Baht 1,162 million).

## 19. Deferred tax assets/liabilities and income tax expenses

### 19.1 Deferred tax assets/liabilities

The following table shows major components of deferred tax assets/liabilities as at 31 December 2021 and 2020.

	(Unit: Million Baht)							
	Consolidated financial statements				Separate financial statements			
	Statements of financial position as at 31 December		Changes in deferred income taxes for the years ended 31 December		Statements of financial position as at 31 December		Changes in deferred income taxes for the years ended 31 December	
	2021	2020	2021	2020	2021	2020	2021	2020
Deferred tax assets on:								
Allowance for expected credit losses	183	210	(27)	210	183	210	(27)	210
Allowance for impairment on properties foreclosed	372	372	-	-	372	372	-	-
Allowance for impairment and revaluation on assets	3	3	-	(2)	3	3	-	(2)
Allowance for impairment and revaluation on investments	18	18	-	(6)	18	18	-	(6)
Provisions for long-term employee benefits	400	399	1	14	396	395	1	13
Provisions for other liabilities	35	34	1	(23)	35	34	1	(23)
Unrealised gains on financial instruments measured at fair value through profit or loss	2	1	1	1	2	1	1	1
Revaluation deficit on investments	35	-	35	-	35	-	35	-
Bad debts	1	2	(1)	-	1	2	(1)	-
Other receivables	9	6	3	(3)	9	6	3	(3)
Accrued expenses	208	145	63	(41)	208	145	63	(41)
Fixed asset	18	9	9	3	18	9	9	3
Others	165	198	(33)	14	165	198	(33)	15
Total	1,449	1,397	52	167	1,445	1,393	52	167
Deferred tax liabilities on:								
Revaluation surplus on assets	1,565	1,574	9	(673)	1,565	1,574	9	(673)
Revaluation surplus on investments	3	212	209	(74)	3	212	209	(74)
Unrealised gains on financial instruments measured at fair value through profit or loss	3	3	-	(2)	3	3	-	(2)
Others	89	109	20	11	89	109	20	11
Total	1,660	1,898	238	(738)	1,660	1,898	238	(738)
Deferred tax assets (liabilities) - net	(211)	(501)			(215)	(505)		
Changes in deferred income taxes			290	(571)			290	(571)





## Notes to Financial Statements

Movements in the deferred tax assets (liabilities) during the years ended 31 December 2021 and 2020 are as follows:

	(Unit: Million Baht)			
	Consolidated financial statements		Separate financial statements	
	For the years ended 31 December		For the years ended 31 December	
	2021	2020	2021	2020
Beginning balances	(501)	70	(505)	66
Changes in deferred income taxes				
Recognised in profit or loss	58	186	58	186
Recognised in unappropriated retained earnings	3	(1)	3	(1)
Recognised in other comprehensive income or loss	229	(756)	229	(756)
Total changes in deferred income taxes for the years	290	(571)	290	(571)
Ending balances	(211)	(501)	(215)	(505)

### 19.2 Income tax expenses

Income tax expenses for the years ended 31 December 2021 and 2020 are made up as follows:

	(Unit: Million Baht)			
	Consolidated financial statements		Separate financial statements	
	For the years ended 31 December		For the years ended 31 December	
	2021	2020	2021	2020
<b>Current income taxes:</b>				
Current income tax charge for the years	1,214	560	1,208	551
Adjustments in respect of corporate income taxes of previous year	(4)	(1)	(4)	(1)
<b>Deferred income taxes:</b>				
Relating to origination and reversal of temporary differences	(58)	(186)	(58)	(185)
Income tax expenses reported in profit or loss	1,152	373	1,146	365

Reconciliation between income tax expenses and the product of accounting profits for the years ended 31 December 2021 and 2020 multiplied by the applicable tax rate are as follows:

	(Unit: Million Baht)			
	Consolidated financial statements		Separate financial statements	
	For the years ended 31 December		For the years ended 31 December	
	2021	2020	2021	2020
Accounting profits before income tax expenses	5,793	2,023	5,796	2,013
Applicable tax rate	20%	20%	20%	20%
Accounting profits before income tax expenses multiplied by applicable tax rate	1,159	405	1,159	403
Tax effects from:				
Adjustments in respect of corporate income taxes of previous year	(4)	(1)	(4)	(1)
Additional tax-deductible expenses	(19)	(47)	(18)	(47)
Tax effect on tax-exempted revenues	(1)	(1)	(8)	(7)
Tax effect on non-tax deductible expenses	11	18	11	18
Adjustments	6	(1)	6	(1)
Income tax expenses reported in profit or loss	1,152	373	1,146	365



## Notes to Financial Statements

### 19.3 Components of other comprehensive income (losses) and related income taxes

	(Unit: Million Baht)					
	Consolidated financial statements					
	For the years ended 31 December					
	2021			2020		
	Before tax amount	Tax benefit (expense)	Net of tax amount	Before tax amount	Tax benefit (expense)	Net of tax amount
Items to be recognised subsequently in profit or loss:						
Gains (losses) on revaluation of investments in debt instruments measured at fair value through other comprehensive income	(1,216)	243	(973)	306	(61)	245
Total items to be recognised subsequently in profit or loss	(1,216)	243	(973)	306	(61)	245
Items not to be recognised subsequently in profit or loss:						
Revaluation surplus on assets	-	-	-	3,398	(679)	2,719
Losses on revaluation of investments in equity securities designated to be measured at fair value through other comprehensive income	(4)	1	(3)	(12)	2	(10)
Actuarial gains on defined benefit plans	74	(15)	59	10	(2)	8
Total items not to be recognised subsequently in profit or loss	70	(14)	56	3,396	(679)	2,717
	(1,146)	229	(917)	3,702	(740)	2,962

(Unit: Million Baht)						
Separate financial statements						
For the years ended 31 December						
	2021			2020		
	Before tax amount	Tax benefit (expense)	Net of tax amount	Before tax amount	Tax benefit (expense)	Net of tax amount
Items to be recognised subsequently in profit or loss:						
Gains (losses) on revaluation of investments in debt instruments measured at fair value through other comprehensive income	(1,216)	243	(973)	306	(61)	245
Total items to be recognised subsequently in profit or loss	(1,216)	243	(973)	306	(61)	245
Items not to be recognised subsequently in profit or loss:						
Revaluation surplus on assets	-	-	-	3,398	(679)	2,719
Losses on revaluation of investments in equity securities designated to be measured at fair value through other comprehensive income	(4)	1	(3)	(12)	2	(10)
Actuarial gains (losses) on defined benefit plans	73	(15)	58	11	(2)	9
Total items not to be recognised subsequently in profit or loss	69	(14)	55	3,397	(679)	2,718
	(1,147)	229	(918)	3,703	(740)	2,963

## 20. Other assets

(Unit: Million Baht)				
	Consolidated financial statements		Separate financial statements	
	As at 31 December		As at 31 December	
	2021	2020	2021	2020
Accrued income	384	534	385	534
Suspense debtors	918	593	918	593
Prepaid and deferred expenses	283	337	281	336
Other receivables from sold non-performing loans - net	286	388	286	388
Others	525	633	525	633
Total	2,396	2,485	2,395	2,484
Less: Allowance for expected credit loss/impairment	(328)	(353)	(328)	(353)
Other assets - net	2,068	2,132	2,067	2,131



## Notes to Financial Statements

### 21. Deposits

#### 21.1 Classified by types of deposits

	(Unit: Million Baht)			
	Consolidated financial statements		Separate financial statements	
	As at 31 December		As at 31 December	
	2021	2020	2021	2020
Current accounts	12,410	9,329	12,410	9,329
Savings accounts	371,451	321,521	371,506	321,584
Fixed deposits	136,885	160,602	136,930	160,647
Total	520,746	491,452	520,846	491,560

#### 21.2 Classified by currencies and depositors' residency

	(Unit: Million Baht)					
	Consolidated financial statements					
	As at 31 December					
	2021			2020		
	Domestic	Overseas	Total	Domestic	Overseas	Total
Baht	491,841	12,481	504,322	470,650	11,572	482,222
US Dollar	13,746	1,514	15,260	7,466	516	7,982
Others	503	661	1,164	684	564	1,248
Total	506,090	14,656	520,746	478,800	12,652	491,452

	(Unit: Million Baht)					
	Separate financial statements					
	As at 31 December					
	2021			2020		
	Domestic	Overseas	Total	Domestic	Overseas	Total
Baht	491,941	12,481	504,422	470,758	11,572	482,330
US Dollar	13,746	1,514	15,260	7,466	516	7,982
Others	503	661	1,164	684	564	1,248
Total	506,190	14,656	520,846	478,908	12,652	491,560



## 22. Interbank and money market items (Liabilities)

(Unit: Million Baht)						
Consolidated and separate financial statements						
As at 31 December						
	2021			2020		
	On demand	Term	Total	On demand	Term	Total
<b>Domestic items</b>						
The Bank of Thailand and the Financial Institutions Development Fund	-	6,316	6,316	-	4,612	4,612
Commercial banks	55	-	55	27	-	27
Specialised financial institutions	8	4,676	4,684	7	5,329	5,246
Other financial institutions	21,843	740	22,583	22,895	1,666	24,561
Total domestic items	21,906	11,732	33,638	22,929	11,517	34,446
<b>Foreign items</b>						
US Dollar	59	69,346	69,405	214	10,243	10,457
Euro	52	-	52	11	-	11
Other currencies	481	-	481	461	-	461
Total foreign items	592	69,346	69,938	686	10,243	10,929
Total domestic and foreign items	22,498	81,078	103,576	23,615	21,760	45,375

## 23. Debts issued and borrowings

As at 31 December 2021 and 2020, debts issued and borrowings comprised subordinated debentures, senior debentures and structured debentures. They are classified by type of securities, maturity interest rate and currency as follows:

(Unit: Million Baht)				
Consolidated and separate financial statements				
As at 31 December 2021				
Type	Maturity	Interest rate per annum	Currency	Amount Domestic
		(%)		
Subordinated debentures	20 Sep 2027	3.56	THB	6,000
Senior debentures	24 Jan 2022	Compounded THOR +0.10	THB	1,000
Senior debentures	23 Sep 2024	0.97	THB	5,000
Structured debentures	10 Jan 2022	3.55	USD	100
Total				12,100



## Notes to Financial Statements

(Unit: Million Baht)				
Consolidated and separate financial statements				
As at 31 December 2020				
Type	Maturity	Interest rate per annum	Currency	Amount Domestic
		%		
Subordinated Debentures	20 Sep 2027	3.56	THB	6,000
Senior Debentures	15 Mar 2021	2.16	THB	5,000
Total				11,000

### Subordinated debentures

On 20 September 2017, the Bank issued Subordinated Debenture No.1/2017 amounting to Baht 6,000 million, via private placement to institutional and high net worth investors. The debentures have a tenor of 10 years and bear interest at the rate of 3.56% per annum, and the Bank has the right to make early redemption, as approved by the BOT. The debentures have loss absorption features that will come into effect at the point of non-viability, in accordance with the BOT guidelines laid down with reference to Basel III framework.

On 2 November 2017, the BOT granted an approval for the Bank to count proceeds received from the issue of the above subordinated debentures for an amount of Baht 6,000 million as a part of its Tier 2 capital effective 20 September 2017 onwards, in accordance with the conditions specified in the BOTs notifications regarding the Basel III framework.

### Senior debentures

On 15 March 2016, the Bank issued the unsecured senior debentures without debenture holder representatives amounting to Baht 10,000 million, via private placement to institutional investors established under Thai Law. The debentures have a tenor of 3-5 years and interest is payable semi-annually. Of those debentures, Baht 5,000 million bear interest at a fixed rate of 1.85% per annum and matured in 2019, and another Baht 5,000 million bear interest at a fixed rate of 2.16% per annum and mature in 2021.

On 23 March 2021, the Bank issued the unsecured senior debentures without debenture holder representatives amounting to Baht 1,000 million, via private placement to institutional investors established under Thai Law. The debentures have a tenor of 185 days and pay floating rate interest linked to the compounded THOR plus 10 basis points per annum.

On 23 September 2021, the Bank issued the unsecured senior debentures without debenture holder representatives amounting to Baht 5,000 million, via private placement to institutional investors established under Thai Law. The debentures have a tenor of 3 years with semi-annual coupon payment and bear interest at the rate of 0.97% per annum.

### Structured debentures

On 4 November 2021, the Bank issued unsecured structured debentures to institutional and/or high net worth investors with embedded derivatives based on foreign exchange rates with type where the principal repayment is in Thai Baht or a foreign currency (Dual-Currency Note) amounting to Baht 100 million bear interest at a fixed rate of 3.55% per annum.

## 24. Lease liabilities

	(Unit: Percentage per year)	
	Consolidated and separate financial statements	
	As at 31 December	
	2021	2020
Lease liabilities	414	370
Less: deferred interest expenses	(7)	(7)
Total	407	363
Less: current portion of lease liabilities	(183)	(167)
Lease liabilities - net of current portion	224	196

The Bank and its subsidiary have entered into the finance lease agreements for rental of buildings and vehicles for use in its operation, whereby it is committed to pay rental on a monthly basis. The terms of the agreements are generally between 1 and 30 years.

The maturity analysis of undiscounted lease payments is presented below.

	(Unit: Million Baht)			
	As at 31 December 2021			
	Within 1 year	1 - 5 year	More than 5 year	Total
Undiscounted lease payments	187	266	1	414
Deferred interest expenses	(4)	(3)	-	(7)
Lease liabilities	183	223	1	407

	(Unit: Million Baht)			
	As at 31 December 2020			
	Within 1 year	1 - 5 year	More than 5 year	Total
Undiscounted lease payments	171	196	3	370
Deferred interest expenses	(4)	(3)	-	(7)
Lease liabilities	167	193	3	363

The Bank and its subsidiary had total cash outflows for leases for the year ended 31 December 2021 of Baht 208 million (2020: Baht 205 million) and The Bank only: Baht 208 million (2020: Baht 205 million).



## Notes to Financial Statements

Expenses relating to leases that are recognised in profit or loss

	(Unit: Percentage per year)	
	Consolidated and separate financial statements	
	As at 31 December	
	2021	2020
Depreciation expense of right-of-use assets	209	212
Interest expense on lease liabilities	7	6
Expense relating to short-term leases	4	6
Expense relating to leases of low-value assets	-	-
Expense relating to variable lease payments	-	-

### 25. Provisions for long-term employee benefits

Changes in provisions for long-term employee benefits for the years ended 31 December 2021 and 2020 can be summarised as follows:

	(Unit: Million Baht)			
	Consolidated financial statements		Separate financial statements	
	For the years ended 31 December		For the years ended 31 December	
	2021	2020	2021	2020
Provisions for long-term employee benefits at the beginning of the year	1,994	1,924	1,976	1,908
Recognised in profit or loss:				
Current service cost	161	162	159	160
Interest cost	19	26	19	26
Total benefits recognised in profit or loss	180	188	178	186
Recognised in other comprehensive income:				
Actuarial (gains) losses arising from				
Financial assumption changes	(152)	(43)	(149)	(42)
Experience adjustments	78	33	76	31
Total benefits recognised in other comprehensive income or loss	(74)	(10)	(73)	(11)
Employee benefits paid during the year	(100)	(108)	(100)	(108)
Employee transferal in	-	-	1	1
Provisions for long-term employee benefits at the end of the year	2,000	1,994	1,982	1,976

The Bank and its subsidiary expect to pay long-term employee benefits during the next year amounting to Baht 120 million (31 December 2020: Baht 110 million) and The Bank only: Baht 120 million (31 December 2020: Baht 110 million).

As at 31 December 2021, the weighted average duration of the Bank's and its subsidiary's long-term employee benefit obligation is 11.7 years (31 December 2020: 12.2 years) and The Bank only: 11.7 years (31 December 2020: 12.2 years).

The principal assumptions used in determining employee benefits under retirement plans can be summarised as follows:

	(Unit: Percentage per year)	
	Consolidated and separate financial statements	
	As at 31 December	
	2021	2020
Future salary incremental rates (depending on age)	4.0 - 7.0	0 - 7.5
Turnover rates (depending on age)	1 - 30	1 - 30
Average discount rate	2.0922	1.3442
Mortality development rate	3	3

Sensitivity analysis for principal assumptions that affect provisions for long-term employee benefits as at 31 December 2021 and 2020 are summarised below:

	(Unit: Million Baht)							
	Consolidated financial statements							
	As at 31 December 2021							
	Salary incremental rate		Turnover rate		Discount rate		Mortality development rate	
	Increased by 1%	Decreased by 1%	Increased by 20%	Decreased by 20%	Increased by 1%	Decreased by 1%	Increased by 1%	Decreased by 1%
Increase (decrease) in provisions for long-term employee benefits	148	(134)	(58)	66	(135)	150	3	(3)

	(Unit: Million Baht)							
	Consolidated financial statements							
	As at 31 December 2020							
	Salary incremental rate		Turnover rate		Discount rate		Mortality development rate	
	Increased by 1%	Decreased by 1%	Increased by 20%	Decreased by 20%	Increased by 1%	Decreased by 1%	Increased by 1%	Decreased by 1%
Increase (decrease) in provisions for long-term employee benefits	139	(126)	(67)	78	(146)	152	3	(3)

	(Unit: Million Baht)							
	Separate financial statements							
	As at 31 December 2021							
	Salary incremental rate		Turnover rate		Discount rate		Mortality development rate	
	Increased by 1%	Decreased by 1%	Increased by 20%	Decreased by 20%	Increased by 1%	Decreased by 1%	Increased by 1%	Decreased by 1%
Increase (decrease) in provisions for long-term employee benefits	146	(132)	(56)	65	(133)	148	3	(3)



## Notes to Financial Statements

(Unit: Million Baht)								
Separate financial statements								
As at 31 December 2020								
Salary incremental rate		Turnover rate		Discount rate		Mortality development rate		
Increased by 1%	Decreased by 1%	Increased by 20%	Decreased by 20%	Increased by 1%	Decreased by 1%	Increased by 1%	Decreased by 1%	
Increase (decrease) in provisions for long-term employee benefits								
137	(124)	(65)	76	(143)	149	3	(3)	

### 26. Provisions for other liabilities

(Unit: Million Baht)		
Consolidated and separate financial statements		
As at 31 December		
	2021	2020
Allowance for expected credit losses on loan commitments and financial guarantee contracts	820	831
Financial commitments	114	106
Obligation for litigation cases	68	68
Total	1,002	1,005

As at 31 December 2021 and 2020, allowance for expected credit losses on loan commitments and financial guarantee contracts classified by classification were as follows:

(Unit: Million Baht)		
Consolidated and separate financial statements		
As at 31 December 2021		
	Loan commitments and financial guarantee contracts	Allowance for expected credit losses
Financial assets where there has not been a significant increase in credit risk (Performing)	264,018	587
Financial assets where there has been a significant increase in credit risk (Under-Performing)	5,142	105
Financial assets that are credit-impaired (Non-Performing)	157	128
Total	269,317	820



	(Unit: Million Baht)	
	Consolidated and separate financial statements	
	As at 31 December 2020	
	Loan commitments and financial guarantee contracts	Allowance for expected credit losses
Financial assets where there has not been a significant increase in credit risk (Performing)	235,989	650
Financial assets where there has been a significant increase in credit risk (Under-Performing)	17,625	118
Financial assets that are credit-impaired (Non-Performing)	71	63
Total	253,685	831

## 27. Other liabilities

	(Unit: Million Baht)			
	Consolidated financial statements		Separate financial statements	
	As at 31 December		As at 31 December	
	2021	2020	2021	2020
Suspense creditors and accounts payable - others	2,003	1,716	2,014	1,727
Deferred revenues	353	405	353	405
Accrued interest expenses	337	466	337	466
Others	344	310	343	309
Total	3,037	2,897	3,047	2,907

As at 31 December 2021, the Bank has no advances from electronic money transfer transactions according to the BOT's Notification Sor Nor Chor 2/2562.



## Notes to Financial Statements

### 28. Other components of equity

	(Unit: Million Baht)	
	Consolidated and separate financial statements	
	As at 31 December	
	2021	2020
Revaluation surplus on assets	7,824	7,871
Revaluation surplus (deficit) on investments measured at fair value through other comprehensive income		
Revaluation surplus		
Debt instruments	99	1,042
Equity instruments	32	36
Total	131	1,078
Revaluation deficit		
Debt instruments	(273)	-
Equity instruments	(18)	(17)
Total	(291)	(17)
Total revaluation surplus on investments measured at fair value through other comprehensive income	(160)	1,061
Total other components of equity	7,664	8,932
Less: income taxes	(1,533)	(1,786)
Other components of equity - net of income taxes	6,131	7,146

### 29. Statutory reserve

Pursuant to Section 116 of the Public Company Limited Act B.E. 2535, the Bank is required to set aside to a statutory reserve at least 5% of its net profits, after deducting any balance of deficit brought forward (if any), until such reserve reaches 10% of the Bank's registered share capital. The statutory reserve is not available for dividend distribution.

### 30. Capital funds

The primary objective of the Bank's capital management is to maintain an optimal level of capital. Policies, which are approved by the Bank's Board of Directors and overseen by the Bank's senior management, are set to ensure that the capital maintenance is in accordance with the BOT's requirements and at an appropriate and adequate level to support the business growth within the acceptable level of risk and to maintain the good credit rating.

The Capital Funds and Capital Adequacy Ratio of the Bank as at 31 December 2021 and 2020 in accordance with the BOT's requirements with reference to Basel III framework consist of the followings:

(Unit: Million Baht)		
Separate financial statements		
As at 31 December		
	2021	2020
<b>Tier 1 Capital</b>		
<b>Common Equity Tier 1 (CET1)</b>		
Paid-up share capital	24,857	24,857
Statutory reserve	1,915	1,680
Retained earnings after appropriation	33,930	30,362
Other components of equity	6,111	7,114
Less: Deduction items from Common Equity Tier 1	(1,072)	(1,081)
<b>Total Tier 1 Capital</b>	<b>65,741</b>	<b>62,932</b>
<b>Tier 2 Capital</b>		
Subordinated debentures	6,000	6,000
Provision for assets classified as normal and surplus of provision	2,117	1,896
<b>Total Tier 2 Capital</b>	<b>8,117</b>	<b>7,896</b>
<b>Total Capital Funds</b>	<b>73,858</b>	<b>70,828</b>

(Unit: Percentage)				
Separate financial statements				
As at 31 December				
	2021		2020	
Capital Adequacy Ratio	BOT Minimum Requirement and Conservation Buffer*	The Bank	BOT Minimum Requirement and Conservation Buffer*	The Bank
Common Equity Tier 1 to risk-weighted assets	7.00	16.94	7.00	18.00
Tier 1 Capital Funds to risk-weighted assets	8.50	16.94	8.50	18.00
Total Capital Funds to risk-weighted assets	11.00	19.03	11.00	20.26

\* According to BOT's Basel III framework, the Bank is required to maintain Common Equity Tier 1 of at least 2.5% of total risk-weighted assets, as a capital buffer, in addition to minimum capital ratio. This capital buffer ("Conservation buffer") will gradually increase at least 0.625% a year starting from 1 January 2016 until the ratio of at least 2.5% is reached on 1 January 2019.

As at 31 December 2021 and 2020, the Bank has maintained a minimum reserve rate of not less than 1% of assets and off-balance sheet items that have not a significant increase in credit risk. According to the BOT's Notification ForNorSor (01) Wor. 129/2562 Subject: Minimum reserve to be maintained by financial institutions and financial business groups dated 18 December 2019.

## Notes to Financial Statements

### 31. Share-based payment plan for the Bank's senior management

The Bank's Board of Directors Meeting No. 573 approved a resolution to join the share-based payment plan ("the Plan") under Long Term Incentives Plan (LTI) with compensation in the form of restricted shares (RS) and share appreciation rights (SAR) of United Overseas Bank Limited ("major shareholder") is awarded to selected senior managements. The selection criteria indicated by the Nomination and Compensation Committee (NCC) of the Bank, considering from several factors such as individual performance, potential, leadership skills, job level and market competitive.

Details of the plan are below:

- (a) Restricted Shares (RS), represent ordinary shares of United Overseas Bank Limited that participants will be entitled to receive upon fulfilment of certain time and performance conditions. Upon vesting, participants will receive United Overseas Bank Limited's shares represented by the restricted shares as per the plan's rules.
- (b) Share Appreciation Rights (SAR) are the rights to receive a number of United Overseas Bank's Limited shares equivalent in value to the difference between the prevailing market value and the grant value of the shares of the major shareholder multiplied by number of SAR as per the Plan's rules and divided by the prevailing market value of the shares of the major shareholder. Upon vesting of the SAR, participants have up to six years from the grant date to exercise their rights.

Since 2014, Long Term Incentives Plan (LTI) has been replaced by Executive Equity Plan (EEP) whereby under the EEP there remains remunerations in the form of RS as mentioned in (a) whilst remunerations in the form of SAR as mentioned in (b) were ceased from 2014 onwards. However, any SAR previously granted under LTI would still remain enforced until SAR expired in 2014 or their exercise rights expire in 2019.

For the year ended 31 December 2021, the Bank recorded Baht 83 million (2020: Baht 89 million) for the above plan as expenses and also recorded such obligations by the same amount as liabilities. As at 31 December 2021, the Bank has obligations of Baht 137 million (31 December 2020: Baht 132 million) which were presented as a part of other liabilities.

### 32. Commitments and contingent liabilities

#### 32.1 Commitments

	(Unit: Million Baht)	
	Consolidated and separate financial statements	
	As at 31 December	
	2021	2020
Aval to bills	1,581	1,502
Guarantees of loans	4,064	4,519
Liabilities under unmatured import bills	4,467	952
Letters of credit	7,275	3,215
Other commitments		
- Undrawn overdraft amount	22,590	23,881
- Spot foreign exchange contracts	3,733	2,774
- Other guarantees	45,448	41,915
- Others	18,916	17,271
Total	108,074	96,029

### 32.2 Other commitments

As at 31 December 2021, the Bank has contractual commitments in respect to construction of office buildings and the purchase of information technology systems as well as other agreements under the Bank's projects. The outstanding balances of such contractual commitments were approximately Baht 1,388 million (31 December 2020: Baht 1,902 million) and the Bank also has commitments to pay the service fees in relation to service contracts amounting to Baht 153 million (31 December 2020: Baht 52 million).

As at 31 December 2021, the Bank has commitments to purchase the foreclosed properties amounting to Baht 38 million (31 December 2020: Baht 51 million).

### 33. Assets placed as collateral

	(Unit: Million Baht)	
	Consolidated and separate financial statements	
	Carrying value	
	As at 31 December	
	2021	2020
<b>Government bonds</b>		
Placed as collateral for Intraday Liquidity Facilities with the BOT	17,533	13,074
Placed as collateral for hedging of settlement risk	5,304	4,932
Placed as collateral for government departments	76	78

### 34. Litigation

In the course of normal business operation of the Bank, the Bank has been sued under various labor and civil lawsuits, including torture cases. Under these lawsuits, claims against the Bank as at 31 December 2021 totaled Baht 631 million (31 December 2020: Baht 669 million). The Bank's management has exercised their judgement to the possible losses to the Bank and recorded the amount under "Provisions for other liabilities" as described in Note 26 to the financial statements and believe that should the outcome of the lawsuits be finalised, there will not be a material impact to the Bank's financial position or operating performance.

### 35. Related party transactions

#### 35.1 Significant of related party transactions

Related parties comprise individuals or enterprises that control, or are controlled by, the Bank and its subsidiary, whether directly or indirectly, or which are under common control with the Bank and its subsidiary.

They also include associated company, and individuals or enterprises which directly or indirectly own a voting interest in the Bank and its subsidiary that gives them significant influence over the Bank and its subsidiary, key management personnel, directors and officers with authority in the plan and the direction of the Bank's and its subsidiary operations, together with close family members of such persons and companies which are controlled and influenced by them, whether directly or indirectly.

During the years, the Bank had significant business transactions with its subsidiary, related companies (related by ways of shareholding and/or common shareholders and/or common directors) and related persons (Directors and Senior Management who are in the level of Executive Director upwards, and their close family members). These transactions have been concluded on commercial terms and based agreed upon in the ordinary course of business between the Bank, and those parties. Interest rates on loans to employees are calculated based on the Bank's employee welfare rule.

As at 31 December 2021, the Bank has outstanding staff welfare loans to executives from level of Executive Director upwards of Baht 33 million (31 December 2020: Baht 32 million) and also has general loans to Senior Management and their close family members with the outstanding balance of Baht 55 million (31 December 2020: Baht 64 million).



## Notes to Financial Statements

In addition, as at 31 December 2021, the Bank also has deposits of Baht 198 million (31 December 2020: Baht 183 million) taken from related persons, including their close family members.

Significant transactions, income and expenses incurred with related parties (apart from those disclosed in the other notes to financial statements) for the years ended 31 December 2021 and 2020 are summarised below.

(Unit: Million Baht)

Consolidated financial statements						
For the years ended 31 December						
	2021			2020		
	Related companies	Group of major shareholder (UOB)	Total	Related companies	Group of major shareholder (UOB)	Total
Interest income	10	11	21	15	21	36
Interest expenses	31	83	114	1	63	64
Fees and service income	1	765	766	-	689	689
Fees and service expenses	-	3	3	-	5	5
Net gains (losses) on financial instruments measured at fair value through profit or loss	17	(7,294)	(7,277)	(8)	(2,149)	(2,157)
Premises and equipment expenses	15	-	15	13	-	13
Data processing charges (tax included)	-	1,332	1,332	-	1,055	1,055
Other expenses	-	131	131	27	113	140

(Unit: Million Baht)

Separate financial statements								
For the years ended 31 December								
	2021				2020			
	Subsidiary	Related companies	Group of major shareholder (UOB)	Total	Subsidiary	Related companies	Group of major shareholder (UOB)	Total
Interest income	-	10	11	21	-	15	21	36
Interest expenses	-	31	83	114	-	1	63	64
Fees and service income	14	1	765	780	7	-	689	696
Fees and service expenses	142	-	3	145	147	-	5	152
Net gains (losses) on financial instruments measured at fair value through profit or loss	-	17	(7,294)	(7,277)	-	(8)	(2,149)	(2,157)
Dividend income	35	-	-	35	30	-	-	30
Other operating income	6	-	-	6	6	-	-	6
Premises and equipment expenses	(3)	15	-	12	(3)	13	-	10
Data processing charges (tax included)	-	-	1,332	1,332	-	-	1,055	1,055
Other expenses	-	-	131	131	-	27	113	140

During the year ended 31 December 2021, the Bank disbursed for software development as capital expenditure to United Overseas Bank Limited, its major shareholder, amounting to Baht 161 million (2020: Baht 216 million).

In addition, the Bank purchased equipment from related companies amounting to Baht 2 million (2020: Baht 3 million).



### 35.2 Remunerations to directors and senior management

For the years ended 31 December 2021 and 2020, remunerations payable to the Bank's and its subsidiary's directors and senior management, who are key management personnel with authority and responsibility, whether direct or indirect, for planning, direction and controlling the operations of the Bank and its subsidiary, are consisted of monthly remunerations, salaries, provident fund contributions and long-term benefits as follows:

	(Unit: Million Baht)	
	Consolidated and separate financial statements	
	For the years ended 31 December	
	2021	2020
Short-term employee benefits	559	558
Post-employment benefits	33	35
Share-based payments	83	89
Total	675	682

### 35.3 Outstanding balances

The outstanding balances of significant related party transactions as at 31 December 2021 and 2020 are as follows:

	(Unit: Million Baht)			
	Consolidated financial statements			
	As at 31 December 2021			
	Major shareholders (UOB)			
	Related Companies	United Overseas Bank Limited	United Overseas Bank Group of Companies	Total
Outstanding loans to customers	241	-	-	241
Interbank and money market items (assets)	-	680	102	782
Financial assets measured at fair value through profit or loss	-	-	608	608
Derivatives assets	9	680	-	689
Deposits and other assets	-	2	42	44
Commitments	223	175,123	6	175,352
Deposits	400	-	-	400
Interbank and money market items (liabilities)	14	69,415	5,402	74,831
Derivatives liabilities	-	650	-	650
Other liabilities	8	621	2	631



## Notes to Financial Statements

(Unit: Million Baht)				
Consolidated financial statements				
As at 31 December 2020				
Major shareholders (UOB)				
	Related Companies	United Overseas Bank Limited	United Overseas Bank Group of Companies	Total
Outstanding loans to customers	315	-	-	315
Interbank and money market items (assets)	-	577	21	598
Financial assets measured at fair value through profit or loss	-	-	380	380
Derivatives assets	-	1,310	-	1,310
Deposits and other assets	-	1	64	65
Commitments	208	90,795	7	91,010
Deposits	1,051	-	-	1,051
Interbank and money market items (liabilities)	12	10,364	5,498	15,874
Derivatives liabilities	8	397	-	405
Other liabilities	-	1,404	3	1,407

(Unit: Million Baht)					
Separate financial statements					
As at 31 December 2021					
Subsidiary company	Major shareholders (UOB)				Total
	UOB Services Co., Ltd.	Related Companies	United Overseas Bank Limited	United Overseas Bank Group of Companies	
Outstanding loans to customers	-	241	-	-	241
Interbank and money market items (assets)	-	-	680	102	782
Financial assets measured at fair value through profit or loss	-	-	-	608	608
Derivatives assets	-	9	680	-	689
Deposits and other assets	1	-	2	42	45
Commitments	-	223	175,123	6	175,352
Deposits	100	400	-	-	500
Interbank and money market items (liabilities)	-	14	69,415	5,402	74,831
Derivatives liabilities	-	-	650	-	650
Other liabilities	13	8	621	2	644

(Unit: Million Baht)

Separate financial statements					
As at 31 December 2020					
	Subsidiary company		Major shareholders (UOB)		Total
	UOB Services Co., Ltd.	Related Companies	United Overseas Bank Limited	United Overseas Bank Group of Companies	
Outstanding loans to customers	-	315	-	-	315
Interbank and money market items (assets)	-	-	577	21	598
Financial assets measured at fair value through profit or loss	-	-	-	380	380
Derivatives assets	-	-	1,310	-	1,310
Deposits and other assets	1	-	1	64	66
Commitments	-	208	90,795	7	91,010
Deposits	108	1,051	-	-	1,159
Interbank and money market items (liabilities)	-	12	10,364	5,498	15,874
Derivatives liabilities	-	8	397	-	405
Other liabilities	13	-	1,404	3	1,420

## 36. Other benefits paid to the directors and management

For the years ended 31 December 2021 and 2020, the Bank and its subsidiary had no benefits payable to their directors and management other than those they normally receive whereby directors receive monthly directors' remuneration and management receive salary, bonus and other benefits as discussed in Note 31 and Note 35.2 to the financial statements.

## 37. Earnings per share

Basic earnings per share is calculated by dividing profit for the years attributable to equity holders of the Bank (exclude other comprehensive income or loss) by the weighted average number of ordinary shares in issue during the years.

## 38. Segment information

### 38.1 Operating segments

The following segment information are in accordance with internal management report of the Bank submit to Management Committee who form as Chief Operating Decision Maker (CODM) to decide resources allocation and evaluate performance of business segment.

The Bank segregate business unit into 3 segments; Retail, Wholesale Banking and other, for driving business and decision-making which base on key customer segments and product groups which are used in business decision and internal management reporting as follows:

#### Retail Banking

The Retail Banking segment covers personal financial services (PFS) and business banking (BB) with products of deposits, credit and debit cards, insurance, wealth management, investments estate planning, consumer loan, secured and unsecured loan through a variety of distribution channels, automated teller machines (ATMs), internet banking, mobile banking and digital Bank platforms.



## Notes to Financial Statements

### Wholesale Banking

Wholesale Banking segment covers Corporate Banking, Commercial Banking and Financial Institution Group. The Corporate Banking provides integrated banking solution to large corporations. The products and services are sophisticated and customised to specific customers. The Commercial Banking focuses on medium-sized companies with a broad range of products and services that include current accounts, deposits, lending, syndicate loans, cash management, letter of guarantee, trade finance & cross-border payments, underwriting and corporate advisory services while financial institution group maintains correspondence with and provide financial services to bank and non-bank financial institutions.

### Other group

Other group includes Global Markets (GM) group, risk management, property management, including income and expenses not attributable to the above-mentioned operating segments. The GM group provides treasury products and advisory services such as foreign exchange, derivatives and fixed income instruments to customers.

### 38.2 Accounting policies for transactions presented in operating segment information

The accounting policies for any transactions presented in operating segment information were summarised in Note 4 to the financial statements regarding a summary of significant accounting policies. The basis of accounting for any transactions between reportable segments is consistent with that for third party transactions.

Total operating income included net interest income after deducted internal fund transfer pricing cost in accordance with the Bank's performance measurement criteria, net fees and service income and other income. The total operating expenses included allocated expenses allocated to between operating segments. The management relies on total operating profit and uses as a part of performance measurement.

Transfer prices between operating segments are on arm's length basis and in a manner similar to transaction with third parties.

No operating income from transactions with a single external customer in an amount equal to 10% or more of the consolidated operating income.

Capital expenditure and related depreciation together with income tax expense will not be allocated to each operating segment, which is in accordance with management reporting policy.



Operating segment information of the Bank and its subsidiary is summarised as follow:

(Unit: Million Baht)					
Consolidated financial statements					
For the year ended 31 December 2021					
	Retail	Wholesale Banking	Other group	Elimination	Total operating segment
Net interest income	11,753	4,076	584	-	16,413
Non-interest income	3,268	1,296	359	(54)	4,869
Operating income	15,021	5,372	943	(54)	21,282
Operating expenses	8,343	1,936	1,973	(19)	12,233
Expected credit losses	2,103	473	680	-	3,256
Profit (loss) before income tax expenses	4,575	2,963	(1,710)	(35)	5,793
Income tax expenses					1,152
Net profits for the year before non-controlling interests					4,641
Total operating income included of:					
Operating income from third party*	14,744	4,761	1,831	(54)	21,282
Inter-segment operating income (expenses)	277	611	(888)	-	-
Depreciation					677
Capital expenditure					1,379

\* Including income from a major shareholder and United Overseas Bank Group of Companies.

(Unit: Million Baht)					
Consolidated financial statements					
For the year ended 31 December 2020					
	Retail	Wholesale Banking	Other group	Elimination	Total operating segment
Net interest income	11,661	3,953	200	-	15,814
Non-interest income	3,274	1,268	316	(43)	4,815
Operating income	14,935	5,221	516	(43)	20,629
Operating expenses	8,378	1,821	1,904	(13)	12,090
Expected credit losses	3,729	1,315	1,472	-	6,516
Profit (loss) before income tax expenses	2,828	2,085	(2,860)	(30)	2,023
Income tax expenses					373
Net profits for the year before non-controlling interests					1,650
Total operating income included of:					
Operating income from third party*	14,288	4,368	2,016	(43)	20,629
Inter-segment operating income (expenses)	647	853	(1,500)	-	-
Depreciation					676
Capital expenditure					1,431

\* Including income from a major shareholder and United Overseas Bank Group of Companies.



## Notes to Financial Statements

	(Unit: Million Baht)				
	Consolidated financial statements				
	As at 31 December 2021				
	Retail	Wholesale Banking	Other group	Elimination	Total operating segment
Total Assets	295,774	182,818	246,990	(175)	725,407
Total Liabilities	308,475	241,714	106,362	(115)	656,436

	(Unit: Million Baht)				
	Consolidated financial statements				
	As at 31 December 2020				
	Retail	Wholesale Banking	Other group	Elimination	Total operating segment
Total Assets	280,526	139,159	212,796	(186)	632,295
Total Liabilities	325,429	196,132	45,621	(126)	567,056

### 38.3 Geographic information

The Bank and its subsidiary operate in Thailand only. Therefore, all of the revenues and assets as reflected in these financial statements pertain to the aforementioned geographical report.

## 39. Statements of financial position and results of operations classified by geographic locations and type of businesses

As at 31 December 2021 and 2020, statements of financial position are classified by type of business as follows:

	(Unit: Million Baht)				
	Consolidated financial statements				
	As at 31 December 2021				
	Commercial Bank	Others*	Total	Eliminated transactions**	Consolidated total
Total assets	725,455	127	725,582	(175)	725,407
Interbank and money market items - net (assets)	101,882	100	101,982	(100)	101,882
Investments - net	102,615	-	102,615	(60)	102,555
Loans to customers and accrued interest receivables - net	476,263	-	476,263	-	476,263
Deposits	520,846	-	520,846	(100)	520,746
Interbank and money market items (liabilities)	103,576	-	103,576	-	103,576
Debts issued and borrowings	12,100	-	12,100	-	12,100

\* Debt collection services are operated under the subsidiary.

\*\* Eliminated transactions are transactions between the Bank and its subsidiary and are eliminated upon consolidation in accordance with accounting standards.



(Unit: Million Baht)

	Consolidated financial statements				
	As at 31 December 2020				
	Commercial Bank	Others*	Total	Eliminated transactions**	Consolidated total
Total assets	632,342	138	632,480	(185)	632,295
Interbank and money market items - net (assets)	68,336	108	68,444	(108)	68,336
Investments - net	108,461	-	108,461	(60)	108,401
Loans to customers and accrued interest receivables - net	421,662	-	421,662	-	421,662
Deposits	491,560	-	491,560	(108)	491,452
Interbank and money market items (liabilities)	45,375	-	45,375	-	45,375
Debts issued and borrowings	11,000	-	11,000	-	11,000

\* Debt collection services are operated under the subsidiary.

\*\* Eliminated transactions are transactions between the Bank and its subsidiary and are eliminated upon consolidation in accordance with accounting standards.

As at 31 December 2021 and 2020, statements of financial position are classified by geographic locations of the Bank as follows:

(Unit: Million Baht)

	Separate financial statements					
	As at 31 December					
	2021			2020		
	Domestic	Overseas	Total	Domestic	Overseas	Total
Total assets	725,455	-	725,455	632,342	-	632,342
Interbank and money market items - net (assets)	101,882	-	101,882	68,336	-	68,336
Investments - net	102,615	-	102,615	108,461	-	108,461
Loans to customers and accrued interest receivables - net	476,263	-	476,263	421,662	-	421,662
Deposits	520,846	-	520,846	491,560	-	491,560
Interbank and money market items (liabilities)	103,576	-	103,576	45,375	-	45,375
Debts issued and borrowings	12,100	-	12,100	11,000	-	11,000



## Notes to Financial Statements

Results of the Bank's operations for the years ended 31 December 2021 and 2020 are classified by type of business as follows:

	(Unit: Million Baht)				
	Consolidated financial statements				
	For the year ended 31 December 2021				
	Commercial Bank	Others*	Total	Eliminated transactions**	Consolidated total
Interest income	20,791	-	20,791	-	20,791
Less: Interest expenses	4,378	-	4,378	-	4,378
Net interest income	16,413	-	16,413	-	16,413
Net fees and service income	3,195	142	3,337	-	3,337
Other operating income	1,584	2	1,586	(54)	1,532
Less: Other operating expenses	12,140	112	12,252	(19)	12,233
Less: Expected credit losses	3,256	-	3,256	-	3,256
Profit from operation before income tax expenses	5,796	32	5,828	(35)	5,793

\* Debt collection services are operated under the subsidiary.

\*\* Eliminated transactions are transactions between the Bank and its subsidiary and are eliminated upon consolidation in accordance with accounting standards.

	(Unit: Million Baht)				
	Consolidated financial statements				
	For the year ended 31 December 2020				
	Commercial Bank	Others*	Total	Eliminated transactions**	Consolidated total
Interest income	22,173	-	22,173	-	22,173
Less: Interest expenses	6,359	-	6,359	-	6,359
Net interest income	15,814	-	15,814	-	15,814
Net fees and service income	3,219	147	3,366	-	3,366
Other operating income	1,492	-	1,492	(43)	1,449
Less: Other operating expenses	11,996	107	12,103	(13)	12,090
Less: Expected credit losses	6,516	-	6,516	-	6,516
Profit from operation before income tax expenses	2,013	40	2,053	(30)	2,023

\* Debt collection services are operated under the subsidiary.

\*\* Eliminated transactions are transactions between the Bank and its subsidiary and are eliminated upon consolidation in accordance with accounting standards.

Results of the Bank's operations for the years ended 31 December 2021 and 2020 are classified by geographic locations as follows:

	(Unit: Million Baht)					
	Separate financial statements					
	For the years ended 31 December					
	2021			2020		
	Domestic	Overseas	Total	Domestic	Overseas	Total
Interest income	20,791	-	20,791	22,173	-	22,173
Less: Interest expenses	4,378	-	4,378	6,359	-	6,359
Net interest income	16,413	-	16,413	15,814	-	15,814
Net fees and service income	3,195	-	3,195	3,219	-	3,219
Other operating income	1,584	-	1,584	1,492	-	1,492
Less: Other operating expenses	12,140	-	12,140	11,996	-	11,996
Less: Expected credit losses	3,256	-	3,256	6,516	-	6,516
Profit from operation before income tax expenses	5,796	-	5,796	2,013	-	2,013

## 40. Interest income

	(Unit: Million Baht)			
	Consolidated financial statements		Separate financial statements	
	For the years ended 31 December		For the years ended 31 December	
	2021	2020	2021	2020
Interbank and money market items	376	401	376	401
Investments and trading transactions	29	45	29	45
Investments in debt securities	1,095	1,428	1,095	1,428
Loans	19,238	20,210	19,238	20,210
Hire purchase and financial lease	49	77	49	77
Others	4	12	4	12
Total interest income	20,791	22,173	20,791	22,173

Interest income for the year ended 31 December 2021, included interest income from financial assets that are credit impaired of Baht 259 million (2020: Baht 248 million).



## Notes to Financial Statements

### 41. Interest expenses

	(Unit: Million Baht)			
	Consolidated financial statements		Separate financial statements	
	For the years ended 31 December		For the years ended 31 December	
	2021	2020	2021	2020
Deposits	2,824	4,775	2,824	4,776
Interbank and money market items	81	55	81	55
Contributions to Deposit Protection Agency and Financial Institutions Development Fund	1,177	1,188	1,177	1,188
Debts issued and borrowings				
- Subordinated debentures	215	214	215	214
- Senior debentures	37	109	37	109
Others	44	17	44	17
Total interest expenses	4,378	6,358	4,378	6,359

### 42. Fees and service income

	(Unit: Million Baht)			
	Consolidated financial statements		Separate financial statements	
	For the years ended 31 December		For the years ended 31 December	
	2021	2020	2021	2020
Fees and service income				
- Acceptances, aval and guarantees	374	385	374	385
- Credit cards	1,226	1,196	1,226	1,196
- Insurance fees	844	853	844	853
- Mutual fund management and underwriting fees	811	748	811	748
- Others	867	975	867	975
Total fees and service income	4,122	4,157	4,122	4,157
Fees and service expenses				
- Agency referral fees	207	211	207	211
- Service expenses	45	52	187	199
- Others	533	528	533	528
Total fees and service expenses	785	791	927	938
Net fees and service income	3,337	3,366	3,195	3,219

#### 43. Net gains on financial instruments measured at fair value through profit or loss

	(Unit: Million Baht)	
	Consolidated and separate financial statements	
	For the years ended 31 December	
	2021	2020
- Foreign currencies and derivatives on foreign exchange	847	742
- Foreign currencies (Swap Cost)	(20)	4
- Derivatives on interest rates	32	(68)
- Debt securities	27	68
- Others	24	11
Total	910	757

#### 44. Net gains on investments

	(Unit: Million Baht)	
	Consolidated and separate financial statements	
	For the years ended 31 December	
	2021	2020
Gains on disposal of securities investment in debt securities measured at fair value through other comprehensive income	141	208
Gains from liquidation of a subsidiary	-	1
Net gains on investments	141	209

#### 45. Expected credit losses

Expected credit losses and gains or losses resulting from changes in criteria for financial assets for the years ended 31 December 2021 and 2020 are as follows:

	(Unit: Million Baht)	
	Consolidated and separate financial statements	
	For the years ended 31 December	
	2021	2020
<b>Expected credit losses</b>		
Interbank and money market items	16	(2)
Investment in debt securities measured at fair value through other comprehensive income	(1)	11
Loans to customers and accrued interest receivables	3,251	6,319
Total	3,266	6,328
Loan commitments and financial guarantee contracts	(10)	188
Total expected credit losses	3,256	6,516



## Notes to Financial Statements

### 46. Fair values of assets and liabilities

#### 46.1 Fair value estimation process

The Bank and its subsidiary estimate fair values of assets and liabilities under the following policies, controls, methods and assumptions.

The Bank's fair value estimation process is monitored under the policies, which cover methods of calculation, market data, counterparty credit risk and reserve provisioning. Such policies determine the methods and controls in estimating fair values of assets and liabilities where mark-to-market or mark-to-model is required.

The rates and parameters used in estimating fair values are reviewed independently by Product Control (PC) Unit and other relevant units whereby in case of products or financial instruments that are traded in the liquid market or the exchange, the fair values will be cross-checked with other service providers in the market or other market sources. If the market prices obtained have no liquidity, the Bank will use other additional techniques, i.e. valuation using historical information or using market rates and parameters available to test the level of reasonableness of such fair values.

In case that the fair values are determined using data that is not available in an observable market, the Bank will use other available financial information, e.g. cash flows, profit or loss, or net asset value to determine the fair values. The Bank sets aside additional valuation reserves to compensate for the uncertainties in such valuations.

Fair value measurement hierarchy is as follows:

Level 1 - Use of quoted market prices in an observable active market for such assets or liabilities.

Level 2 - Use of other observable, whether directly or indirectly, inputs for such assets or liabilities

Level 3 - Use of unobservable inputs such as estimates of future cash flows, etc.

#### 46.2 Fair values of assets and liabilities

Fair values of each item of assets and liabilities are estimated using the following methods and assumptions.

(a) Cash and interbank and money market items

The fair values of cash and interbank and money market items, which have a remaining maturity period of less than 1 year as from the financial reporting dates or bear floating interest rates, are estimated at their carrying values.

In addition, the carrying amount of interbank and money market items reliably reflected the fair value, as most of the items were short term in nature.

(b) Investments

For government and state enterprises bonds, fair value is calculated based on the average latest bidding price posted on the Thai Bond Market Association.

For non-marketable equity securities, fair value is based on the net asset values of such investments.

(c) Loans to customers

The fair values of the floating rate loans that are scheduled to be re-priced regularly and have no significant change in credit risk or of the fixed rate loans that are re-priced within 1 year as from the financial reporting dates are estimated at their carrying values.

In addition, the carrying amount of loans to customers reliably reflected the fair value, as most of the items were short term or used floating interest rate or used fixed interest rate that are scheduled to be re-priced less than 1 year.

- (d) Accrued interest receivables  
The fair values of accrued interest receivables are estimated at their carrying values.
- (e) Land and buildings
- Appraisal of land: Market comparison approach is used whereby the buying and selling prices for assets with similar characteristics are obtained.
  - Appraisal of buildings: The depreciated replacement cost approach is used for buildings specifically used for the Bank's operation. The market comparison approach is used for general buildings whereby the buying and selling prices for assets with similar characteristics are obtained. The income approach is used for assets that generate revenues.
- (f) Deposits  
The fair values of demand deposits, floating rate deposits and deposits that are re-priced within 1 year as from the financial reporting dates are estimated to approximate their carrying values.
- In addition, deposits are reasonable approximation of fair value because they are mostly short term in nature, referent to floating interest rates index.
- (g) Interbank and money market items (liabilities)  
The fair values of interbank and money market items that have a remaining maturity period of less than 1 year as from the financial reporting dates or bear floating rates of interest are estimated to approximate their carrying values.
- In addition, interbank and money market items (liabilities) are reasonable approximation of fair value because they are mostly short term in nature.
- (h) Debts issued and borrowings  
The fair values of borrowings with a remaining maturity period of less than 1 year as from the financial reporting dates are estimated at their carrying values. The fair values of borrowings with a remaining maturity period of longer than 1 year as from the financial reporting dates are estimated using the discounted cash flow techniques and applying an average rate of interest currently charged on borrowings with similar arrangements.
- The fair values of debt issuances are calculated using the prices quoted in the market.
- (i) Derivatives  
The fair values of future contracts are prices quoted in the exchange.
- The fair values of foreign exchange contracts are obtained from observable market rates of similar foreign exchange contracts.
- The fair values of interest rate contracts are estimated using discounted cash flow techniques and discounting by observable market rates.

The valuation process for these financial instruments is supplemented by valuation reserves to adjust for valuation uncertainties. Market Risk and Product Control Unit proposes the valuation reserve methodologies and adjustments to Asset and Liability Committee (ALCO). Such adjustments or reserves will take into accounts the use of bid/offer for short or long positions, long term market conditions, and market parameters.





## Notes to Financial Statements

As at 31 December 2021 and 2020, the Bank and its subsidiary had the assets and liabilities that were measured at fair value or disclosed at fair value using different levels of inputs as follows:

	(Unit: Million Baht)				
	Consolidated financial statements				
	As at 31 December 2021				
	Carrying	Fair value			
	Value	Level 1	Level 2	Level 3	Total
Financial assets measured at fair value					
Financial assets measured at fair value through profit or loss	16,292	-	16,292	-	16,292
Investments in debt securities measured at fair value through other comprehensive income	102,484	-	102,484	-	102,484
Investments in equity securities designated to be measured at fair value through other comprehensive income	71	-	71	-	71
Derivative assets	5,125	-	5,125	-	5,125
Other assets	3	-	3	-	3
Financial liabilities measured at fair value					
Derivatives liabilities	4,093	-	4,093	-	4,093
Other liabilities	5	-	5	-	5
Non-financial assets measured at fair value					
Land and building	11,142	-	-	11,142	11,142
Financial assets for which fair value are disclosed					
Cash	3,234	3,234	-	-	3,234
Interbank and money market items - net	101,882	-	101,882	-	101,882
Loans to customers and accrued interest receivables - net	476,263	-	476,263	-	476,263
Other receivables from sold non-performing loans - net	286	-	286	-	286
Financial liabilities for which fair value are disclosed					
Deposits	520,746	383,861	136,885	-	520,746
Interbank and money market items	103,576	-	103,576	-	103,576
Liabilities payable on demand	2,974	2,974	-	-	2,974
Debts issued and borrowings	12,100	-	12,163	-	12,163
Lease liabilities	407	-	407	-	407

(Unit: Million Baht)

	Consolidated financial statements				
	As at 31 December 2020				
	Carrying Value	Fair value			Total
		Level 1	Level 2	Level 3	
<b>Financial assets measured at fair value</b>					
Financial assets measured at fair value through profit or loss	3,468	-	3,468	-	3,468
Investments in debt securities measured at fair value through other comprehensive income	108,325	-	108,325	-	108,325
Investments in equity securities designated to be measured at fair value through other comprehensive income	76	-	76	-	76
Derivative assets	6,126	-	6,126	-	6,126
Other assets	3	-	3	-	3
<b>Financial liabilities measured at fair value</b>					
Derivatives liabilities	6,283	-	6,283	-	6,283
Other liabilities	2	-	2	-	2
<b>Non-financial assets measured at fair value</b>					
Land and building	11,205	-	-	11,205	11,205
<b>Financial assets for which fair value are disclosed</b>					
Cash	3,278	3,278	-	-	3,278
Interbank and money market items - net	68,336	-	68,336	-	68,336
Loans to customers and accrued interest receivables - net	421,662	-	421,662	-	421,662
Other receivables from sold non-performing loans - net	388	-	388	-	388
<b>Financial liabilities for which fair value are disclosed</b>					
Deposits	491,452	330,850	160,602	-	491,452
Interbank and money market items	43,375	-	43,375	-	43,375
Liabilities payable on demand	2,633	2,633	-	-	2,633
Debts issued and borrowings	11,000	-	11,217	-	11,217
Lease liabilities	363	-	363	-	363



## Notes to Financial Statements

	(Unit: Million Baht)				
	Separate financial statements				
	As at 31 December 2021				
	Carrying	Fair value			
	Value	Level 1	Level 2	Level 3	Total
<b>Financial assets measured at fair value</b>					
Financial assets measured at fair value through profit or loss	16,292	-	16,292	-	16,292
Investments in debt securities measured at fair value through other comprehensive income	102,484	-	102,484	-	102,484
Investments in equity securities designated to be measured at fair value through other comprehensive income	71	-	71	-	71
Derivative assets	5,125	-	5,125	-	5,125
Other assets	3	-	3	-	3
<b>Financial liabilities measured at fair value</b>					
Derivatives liabilities	4,093	-	4,093	-	4,093
Other liabilities	5	-	5	-	5
<b>Non-financial assets measured at fair value</b>					
Land and building	11,142	-	-	11,142	11,142
<b>Financial assets for which fair value are disclosed</b>					
Cash	3,234	3,234	-	-	3,234
Interbank and money market items - net	101,882	-	101,882	-	101,882
Loans to customers and accrued interest receivables - net	476,263	-	476,263	-	476,263
Other receivables from sold non-performing loans - net	286	-	286	-	286
<b>Financial liabilities for which fair value are disclosed</b>					
Deposits	520,846	383,916	136,930	-	520,846
Interbank and money market items	103,576	-	103,576	-	103,576
Liabilities payable on demand	2,974	2,974	-	-	2,974
Debts issued and borrowings	12,100	-	12,163	-	12,163
Lease liabilities	407	-	407	-	407

(Unit: Million Baht)

	Separate financial statements				
	As at 31 December 2020				
	Carrying Value	Fair value			Total
		Level 1	Level 2	Level 3	
<b>Financial assets measured at fair value</b>					
Financial assets measured at fair value through profit or loss	3,468	-	3,468	-	3,468
Investments in debt securities measured at fair value through other comprehensive income	108,325	-	108,325	-	108,325
Investments in equity securities designated to be measured at fair value through other comprehensive income	76	-	76	-	76
Derivative assets	6,126	-	6,126	-	6,126
Other assets	3	-	3	-	3
<b>Financial liabilities measured at fair value</b>					
Derivatives liabilities	6,283	-	6,283	-	6,283
Other liabilities	2	-	2	-	2
<b>Non-financial assets measured at fair value</b>					
Land and building	11,205	-	-	11,205	11,205
<b>Financial assets for which fair value are disclosed</b>					
Cash	3,278	3,278	-	-	3,278
Interbank and money market items - net	68,336	-	68,336	-	68,336
Loans to customers and accrued interest receivables - net	421,662	-	421,662	-	421,662
Other receivables from sold non-performing loans - net	388	-	388	-	388
<b>Financial liabilities for which fair value are disclosed</b>					
Deposits	491,560	330,913	160,647	-	491,560
Interbank and money market items	43,375	-	43,375	-	43,375
Liabilities payable on demand	2,633	2,633	-	-	2,633
Debts issued and borrowings	11,000	-	11,217	-	11,217
Lease liabilities	363	-	363	-	363

During the current year, there were no transfers within the fair value hierarchy.



## Notes to Financial Statements

### 47. Disclosure of financial instruments

The Bank's business activities involve the use of financial instruments, including derivatives. These activities may expose the Bank to a variety of financial risks, credit risk, foreign exchange risk, interest rate risk and liquidity risk. In entering into those committed financial transactions, the Bank is governed by policies and parameters approved by a designated committee from the Board of Directors as appropriated. The Risk Management Sector assumes the independent oversight of risks undertaken by the Bank, and takes the lead in the formulation and approval of risk policies, controls and processes whereby the Market Risk and Product Control (MRPC) Unit under the Risk Management Sector monitors Global Markets' operation to be in compliance with prescribed trading policies and risk limits. This is further enhanced by the audit of internal control in relation to risk management as carried out by the Internal Audit.

#### 47.1 Relevant accounting policies

Details of significant accounting policies and methods adopted, including criteria for revenue and expense recognition in respect of each class of financial assets and financial liabilities, are already disclosed in Note 4 to the financial statements.

#### 47.2 Credit risk

Credit risk is the risk of loss arising from any failure by a borrower or a counterparty to meet its financial obligations when such obligations are due. The Risk and Capital Committee and Credit Committee are the committees delegated by the Board of Directors to oversee all credit risk and credit related matters. These committees maintain oversight of the effectiveness of the Bank's credit risk management structure and framework including policies, processes, information, infrastructure, analysis and information technology including management of all elements of credit risk in order to facilitate the business development within a prudent, consistent and efficient credit risk management framework.

Credit risk exposures are managed through a robust credit underwriting, structuring and monitoring process. The process includes monthly review of all Non Performing (or Stage 3) and Under-Performing (or Stage 2) accounts, ensuring credit quality and the timely recognition of asset impairment. In addition, credit review are performed regularly to proactively manage any delinquency, minimise undesirable concentrations, maximise recoveries, and ensure compliance with credit policies and procedures. Past dues and credit limit excesses are also tracked and analysed regularly.

##### The maximum exposure to credit risk

The table below shows the maximum exposure to credit risk for recognised and unrecognised financial instruments. The maximum exposure is shown gross before both the effect of mitigation through use of master netting and collateral arrangements.

For financial assets recognised on the statement of financial position, the maximum exposure to credit risk equals their carrying values.

For financial guarantees granted, the maximum exposure to credit risk is the maximum amount that the Bank would have to pay if the guarantees are called upon. For loan commitments and other credit related commitments that are irrevocable over the life of the respective facilities, the maximum exposure to credit risk is the full amount of the committed facilities.

As at 31 December 2021 and 2020, the maximum exposure to credit risk were as follows:

	(Unit: Million Baht)	
	Consolidated and separate financial statements	
	As at 31 December	
	2021	2020
Interbank and money market items (assets)	101,930	68,357
Investments in debt instruments measured at fair value through other comprehensive income	101,738	106,541
Loans to customers and accrued interest receivables	489,108	435,371
Accrued interest receivables on non-loans	193	320
Total financial assets	692,969	610,589
Loan commitments	238,241	232,154
Financial guarantees	31,076	21,531
Total	269,317	253,685
Total credit exposures	962,286	864,274

#### Credit quality analysis

Credit risk refers to the risk that a customer or a counterparty will default on its contractual obligations resulting in a financial loss to the Bank. The Bank has adopted the policy to prevent this risk by performing credit analysis from customers' information and follow-up on customer status consistently.

The table below shows the credit quality of financial assets exposed to credit risk. The amounts presented for financial assets are gross carrying amount (before impairment allowances). For loan commitments and financial guarantee contracts, the amounts in the table represent the amounts committed or guaranteed, respectively.

The explanation of expected credit losses for 12 months, life-time and credit-impaired was described in Note 4.10 to the financial statements.



## Notes to Financial Statements

(Unit: Million Baht)

Consolidated and separate financial statements						
31 December 2021						
	Financial assets where there has not been a significant increase in credit risk (12-mth ECL)	Financial assets where there has been a significant increase in credit risk (Lifetime ECL-not credit impaired)	Financial assets that are credit-impaired (Lifetime ECL-credit impaired)	Financial assets that are credit impaired at purchased or originated credit-impaired	Excess allowance	Total
<b>Interbank and money market items (assets)</b>						
Investment grade*	101,920	-	-	-	-	101,920
Total	101,920	-	-	-	-	101,920
Less: Allowance for expected credit losses	(38)	-	-	-	-	(38)
Net Book Value	101,882	-	-	-	-	101,882
<b>Investments in debt securities measured at fair value through other comprehensive income</b>						
Investment grade*	102,539	-	-	-	-	102,539
Total	102,539	-	-	-	-	102,539
Less: Allowance for expected credit losses	(55)	-	-	-	-	(55)
Net Book Value	102,484	-	-	-	-	102,484
<b>Loans to customers and accrued interest receivables - net</b>						
Overdue 0 day	428,855	26,283	3,447	-	-	458,585
Overdue 1 - 30 days	9,995	3,853	614	-	-	14,462
Overdue 31 - 60 days	-	2,595	889	-	-	3,484
Overdue 61 - 90 days	-	637	549	-	-	1,186
More than 90 days onwards	-	-	11,348	43	-	11,391
Total	438,850	33,368	16,847	43	-	489,108
Less: Allowance for expected credit losses	(3,259)	(2,516)	(6,017)	(43)	(1,010)	(12,845)
Net Book Value	435,591	30,852	10,830	-	(1,010)	476,263
<b>Loan commitments</b>						
Overdue 0 day	233,678	4,563	-	-	-	238,241
Total	233,678	4,563	-	-	-	238,241
Less: Allowance for expected credit losses	(462)	(97)	-	-	-	(559)
Net Book Value	233,216	4,466	-	-	-	237,682
<b>Financial guarantee contracts</b>						
Overdue 0 day	30,339	580	157	-	-	31,076
Total	30,339	580	157	-	-	31,076
Less: Allowance for expected credit losses	(125)	(8)	(128)	-	-	(261)
Net Book Value	30,214	572	29	-	-	30,815

\* Rating of external credit risk rating agency



(Unit: Million Baht)

Consolidated and separate financial statements						
31 December 2020						
	Financial assets where there has not been a significant increase in credit risk (12-mth ECL)	Financial assets where there has been a significant increase in credit risk (Lifetime ECL-not credit impaired)	Financial assets that are credit-impaired (Lifetime ECL-credit impaired)	Financial assets that are credit impaired at purchased or originated credit-impaired	Excess allowance	Total
<b>Interbank and money market items (assets)</b>						
Investment grade*	68,357	-	-	-	-	68,357
Total	68,357	-	-	-	-	68,357
Less: Allowance for expected credit losses	(21)	-	-	-	-	(21)
Net Book Value	68,336	-	-	-	-	68,336
<b>Investments in debt securities measured at fair value through other comprehensive income</b>						
Investment grade*	108,381	-	-	-	-	108,381
Total	108,381	-	-	-	-	108,381
Less: Allowance for expected credit losses	(56)	-	-	-	-	(56)
Net Book Value	108,325	-	-	-	-	108,325
<b>Loans to customers and accrued interest receivables - net</b>						
Overdue 0 day	376,540	22,740	3,346	-	-	402,626
Overdue 1 - 30 days	10,488	2,994	584	-	-	14,066
Overdue 31 - 60 days	-	4,710	538	-	-	5,248
Overdue 61 - 90 days	-	2,649	1,223	-	-	3,872
More than 90 days onwards	-	-	9,824	43	-	9,867
Total	387,028	33,093	15,515	43	-	435,679
Less: Allowance for expected credit losses	(3,343)	(3,285)	(6,379)	-	(1,010)	(14,017)
Net Book Value	383,685	29,808	9,136	43	(1,010)	421,662
<b>Loan commitments</b>						
Overdue 0 day	215,459	16,695	-	-	-	232,154
Total	215,459	16,695	-	-	-	232,154
Less: Allowance for expected credit losses	(561)	(107)	-	-	-	(668)
Net Book Value	214,898	16,588	-	-	-	231,486
<b>Financial guarantee contracts</b>						
Overdue 0 day	20,530	931	70	-	-	21,531
Total	20,530	931	70	-	-	21,531
Less: Allowance for expected credit losses	(89)	(11)	(63)	-	-	(163)
Net Book Value	20,441	920	7	-	-	21,368

\* Rating of external credit risk rating agency



## Notes to Financial Statements

### Collateral and any arrangements to increase creditability

The Bank has held collateral and any arrangement to increase creditability of exposure to credit risk. The details of the collateral held by the Bank for each type of financial assets were as follows:

	(Unit: Million Baht)		
	Consolidated and separate financial statements		
	Exposure to credit risk with collateral		
	As at 31 December		
	2021	2020	Type of collateral
Interbank and money market items (assets)	101,813	68,263	Securities
Loans to customers and accrued interest receivables	458,219	411,443	Land, building, machines etc.
Financial guarantee	31,076	21,367	Deposits, land and building

### 47.3 Commodity price risk

Commodity price risk is the risk arising from the price change of commodities, which may affect the value of the Bank's financial instruments or may cause volatility in the Bank's earnings and cost of funds.

All commodity derivatives are managed on a back-to-back basis. The risk is independently monitored by Market Risk and Product Control (MRPC) Unit. Because the Bank records commodity derivatives at fair value, the Bank's commodity price risk is considered according to their carrying value.

### 47.4 Interest rate risk

Interest rate risk is the impact to earnings and economic value of the Bank due to the fluctuations in interest rates. This interest rate exposure arises from differences in the maturity and repricing dates of assets and liabilities items.

These mismatches are actively monitored and managed as part of the overall interest rate risk management process which is conducted in accordance with the Bank's risk management policies.

The Bank's interest rate risk sensitivity is measured as changes in economic value of equity (EVE) or net interest income (NII) based on Basel Interest Rate Risk in the Banking Book requirements.

EVE is the present value of assets less present value of liabilities of the Bank. NII is the simulated change in the Bank's net interest income.

However, financial assets and liabilities represented their carrying values in statements of financial position, which are classified by types of interest rates and repricing periods as follows:

							(Unit: Million Baht)
Consolidated financial statements							
As at 31 December 2021							
	Floating rate/ Within 3 months	3 - 12 months	1 - 5 years	More than 5 years	Non-interest bearing	Total	Average return rate (% per annum)
<b>Financial assets</b>							
Cash	-	-	-	-	3,234	3,234	-
Interbank and money market items - net	89,259	2,108	5	-	10,510	101,882	0.42
Financial assets measured at fair value through profit or loss	6,142	6,028	-	923	3,199	16,292	0.44
Derivatives assets	-	-	-	-	5,125	5,125	-
Investments - net	27,903	45,656	3,380	25,544	72	102,555	1.61
Loans to customers*	312,126	81,279	73,689	16	18,164	485,274	4.55
Other receivables from sold non-performing loans - net	214	-	-	-	72	286	1.60
<b>Financial liabilities</b>							
Deposits	402,498	104,383	2,477	-	11,388	520,746	0.49
Interbank and money market items	72,924	29,244	135	23	1,250	103,576	0.24
Liabilities payable on demand	-	-	-	-	2,974	2,974	-
Derivatives liabilities	-	-	-	-	4,093	4,093	-
Debt issued and borrowings	1,100	-	11,000	-	-	12,100	2.24
Lease liabilities	52	131	223	1	-	407	1.43

\* Under the Bank's interest rate risk management policy, loans to customers that are credit-impaired and loans to customers that are overdue and contracts were matured are reported in the "non-interest bearing" bucket.



## Notes to Financial Statements

(Unit: Million Baht)

	Consolidated financial statements						
	As at 31 December 2020						
	Floating rate/ Within 3 months	3 - 12 months	1 - 5 years	More than 5 years	Non-interest bearing	Total	Average return rate (% per annum)
<b>Financial assets</b>							
Cash	-	-	-	-	3,278	3,278	-
Interbank and money market items - net	60,611	35	7	-	7,683	68,336	0.44
Financial assets measured at fair value through profit or loss	514	950	1,609	351	44	3,468	0.48
Derivatives assets	-	-	-	-	6,126	6,126	-
Investments - net	13,254	29,854	64,248	969	76	108,401	1.57
Loans to customers*	306,273	48,153	62,026	12	15,870	432,334	5.17
Other receivables from sold non-performing loans - net	292	-	-	-	96	388	1.75
<b>Financial liabilities</b>							
Deposits	376,803	104,212	2,206	-	8,231	491,452	0.74
Interbank and money market items	36,301	3,894	3,412	34	1,734	45,375	0.40
Liabilities payable on demand	-	-	-	-	2,633	2,633	-
Derivatives liabilities	-	-	-	-	6,283	6,283	-
Debt issued and borrowings	5,000	-	6,000	-	-	11,000	2.92
Lease liabilities	51	116	193	3	-	363	1.43

\* Under the Bank's interest rate risk management policy, loans to customers that are credit-impaired and loans to customers that are overdue and contracts were matured are reported in the "non-interest bearing" bucket.

(Unit: Million Baht)

	Separate financial statements						
	As at 31 December 2021						
	Floating rate/ Within 3 months	3 - 12 months	1 - 5 years	More than 5 years	Non-interest bearing	Total	Average return rate (% per annum)
<b>Financial assets</b>							
Cash	-	-	-	-	3,234	3,234	-
Interbank and money market items - net	89,259	2,108	5	-	10,510	101,882	0.42
Financial assets measured at fair value through profit or loss	6,142	6,028	-	923	3,199	16,292	0.44
Derivatives assets	-	-	-	-	5,125	5,125	-
Investments - net	27,903	45,656	3,380	25,544	132	102,615	1.61
Loans to customers*	312,126	81,279	73,689	16	18,164	485,274	4.55
Other receivables from sold non-performing loans - net	214	-	-	-	72	286	1.60
<b>Financial liabilities</b>							
Deposits	402,553	104,428	2,477	-	11,388	520,846	0.49
Interbank and money market items	72,924	29,244	135	23	1,250	103,576	0.24
Liabilities payable on demand	-	-	-	-	2,974	2,974	-
Derivatives liabilities	-	-	-	-	4,093	4,093	-
Debt issued and borrowings	1,100	-	11,000	-	-	12,100	2.24
Lease liabilities	52	131	223	1	-	407	1.43

\* Under the Bank's interest rate risk management policy, loans to customers that are credit-impaired and loans to customers that are overdue and contracts were matured are reported in the "non-interest bearing" bucket.



## Notes to Financial Statements

(Unit: Million Baht)

	Separate financial statements						
	As at 31 December 2020						
	Floating rate/ Within 3 months	3 - 12 months	1 - 5 years	More than 5 years	Non-interest bearing	Total	Average return rate (% per annum)
<b>Financial assets</b>							
Cash	-	-	-	-	3,278	3,278	-
Interbank and money market items - net	60,611	35	7	-	7,683	68,336	0.44
Financial assets measured at fair value through profit or loss	514	950	1,609	351	44	3,468	0.48
Derivatives assets	-	-	-	-	6,126	6,126	-
Investments - net	13,254	29,854	64,248	969	136	108,461	1.57
Loans to customers*	306,273	48,153	62,026	12	15,870	432,334	5.17
Other receivables from sold non-performing loans - net	292	-	-	-	96	388	1.75
<b>Financial liabilities</b>							
Deposits	376,866	104,257	2,206	-	8,231	491,560	0.74
Interbank and money market items	36,301	3,894	3,412	34	1,734	45,375	0.40
Liabilities payable on demand	-	-	-	-	2,633	2,633	-
Derivatives liabilities	-	-	-	-	6,283	6,283	-
Debt issued and borrowings	5,000	-	6,000	-	-	11,000	2.92
Lease liabilities	51	116	193	3	-	363	1.43

\* Under the Bank's interest rate risk management policy, loans to customers that are credit-impaired and loans to customers that are overdue and contracts were matured are reported in the "non-interest bearing" bucket.

### 47.5 Exchange rate risk

Foreign exchange risk is the risk to revenues and economic value of foreign currency assets, liabilities, and financial derivatives caused by fluctuations in foreign exchange rates.

The Bank's foreign exchange exposures comprise of trading and non-trading. Non-trading foreign exchange exposures are principally derived from investment and customer businesses. The Bank utilises mainly spot foreign exchange, foreign currency forwards, and swaps to reduce its foreign exchange risk.

Foreign exchange risk is independently managed through policies and risk limits and monitored by Market Risk and Product Control (MRPC) Unit.

## 47.6 Liquidity risk

Liquidity risk is the risk that the Bank and its subsidiary may not be able to meet their obligations as they fall due as a result of inability to liquidate their assets or to cover funding requirements at an appropriate price, resulting in losses to the Bank and its subsidiary.

The Bank and its subsidiary manage liquidity risk in accordance with the liquidity framework, which comprises policies, controls and limits. These controls and policies include setting of net cumulative cash flow mismatch limits, monitoring of liquidity early warning indicators, stress test analysis of cash flows in liquidity crisis scenarios and establishment of a comprehensive contingency funding plan. The Bank is also required by the regulators to maintain sufficient high liquid assets to support potential cash outflows under severe liquidity stressed scenario. The main objectives are honouring all cash outflow commitments on an on-going basis, satisfying statutory liquidity and reserve requirements, and avoiding raising funds at market premiums or through forced sale of assets.

The maturity analysis of financial assets and liabilities representing their carrying values in statements of financial position is as follows:

							(Unit: Million Baht)
Consolidated financial statements							
As at 31 December 2021							
	Call	Within 3 months	3 - 12 months	1 - 5 years	More than 5 years	No specific maturity	Total
<b>Financial assets</b>							
Cash	3,324	-	-	-	-	-	3,234
Interbank and money market items - net	11,336	88,733	1,808	5	-	-	101,882
Financial assets measured at fair value through profit or loss	-	8,346	7,046	-	900	-	16,292
Derivatives assets	-	-	-	-	-	5,125	5,125
Investments - net	-	27,903	45,656	3,380	25,544	72	102,555
Loans to customers*	5,953	110,150	76,338	87,496	205,337	-	485,274
Other receivables from sold non-performing loans - net	-	19	123	144	-	-	286
<b>Financial liabilities</b>							
Deposits	383,861	29,242	105,166	2,477	-	-	520,746
Interbank and money market items	22,497	51,677	29,244	135	23	-	103,576
Liabilities payable on demand	2,974	-	-	-	-	-	2,974
Derivatives liabilities	-	-	-	-	-	4,093	4,093
Debt issued and borrowings	-	1,100	-	11,000	-	-	12,100
Lease liabilities	-	52	131	223	1	-	407

\* Under the Bank's liquidity risk management policy, loans to customers that are credit-impaired such as certain restructured loans and NPLs are reported in the "more than 5 years" bucket.





## Notes to Financial Statements

(Unit: Million Baht)

	Consolidated financial statements						Total
	As at 31 December 2020						
	Call	Within 3 months	3 - 12 months	1 - 5 years	More than 5 years	No specific maturity	
<b>Financial assets</b>							
Cash	3,278	-	-	-	-	-	3,278
Interbank and money market items - net	8,205	60,088	36	7	-	-	68,336
Financial assets measured at fair value through profit or loss	-	514	950	1,609	395	-	3,468
Derivatives assets	-	-	-	-	-	6,126	6,126
Investments - net	-	13,254	29,854	64,248	969	76	108,401
Loans to customers*	2,542	96,228	55,328	85,661	192,575	-	432,334
Other receivables from sold non-performing loans - net	-	19	84	285	-	-	388
<b>Financial liabilities</b>							
Deposits	330,850	53,238	105,136	2,228	-	-	491,452
Interbank and money market items	23,615	14,420	3,894	3,412	34		45,375
Liabilities payable on demand	2,633	-	-	-	-	-	2,633
Derivatives liabilities	-	-	-	-	-	6,283	6,283
Debt issued and borrowings	-	5,000	-	6,000	-	-	11,000
Lease liabilities	-	51	116	193	3	-	363

\* Under the Bank's liquidity risk management policy, loans to customers that are credit-impaired such as certain restructured loans and NPLs are reported in the "more than 5 years" bucket.

(Unit: Million Baht)

	Separate financial statements						Total
	As at 31 December 2021						
	Call	Within 3 months	3 - 12 months	1 - 5 years	More than 5 years	No specific maturity	
<b>Financial assets</b>							
Cash	3,234	-	-	-	-	-	3,234
Interbank and money market items - net	11,336	88,733	1,808	5	-	-	101,882
Financial assets measured at fair value through profit or loss	-	8,346	7,046	-	900	-	16,292
Derivatives assets	-	-	-	-	-	5,125	5,125
Investments - net	-	27,903	45,656	3,380	25,544	132	102,615
Loans to customers*	5,953	110,150	76,338	87,496	205,337	-	485,274
Other receivables from sold non-performing loans - net	-	19	123	144	-	-	286
<b>Financial liabilities</b>							
Deposits	383,916	29,242	105,211	2,477	-	-	520,846
Interbank and money market items	22,497	51,677	29,244	135	23		103,576
Liabilities payable on demand	2,974	-	-	-	-	-	2,974
Derivatives liabilities	-	-	-	-	-	4,093	4,093
Debt issued and borrowings	-	1,100	-	11,000	-	-	12,100
Lease liabilities	-	52	131	223	1	-	407

\* Under the Bank's liquidity risk management policy, loans to customer are credit impaired such as certain restructured loans and NPLs are reported in the "more than 5 years" bucket.



## Notes to Financial Statements

(Unit: Million Baht)

	Separate financial statements						Total
	As at 31 December 2020						
	Call	Within 3 months	3 - 12 months	1 - 5 years	More than 5 years	No specific maturity	
<b>Financial assets</b>							
Cash	3,278	-	-	-	-	-	3,278
Interbank and money market items - net	8,205	60,088	36	7	-	-	68,336
Financial assets measured at fair value through profit or loss	-	514	950	1,609	395	-	3,468
Derivatives assets	-	-	-	-	-	6,126	6,126
Investments - net	-	13,254	29,854	64,248	969	136	108,461
Loans to customers*	2,542	96,228	55,328	85,661	192,575	-	432,334
Other receivables from sold non-performing loans - net	-	19	84	285	-	-	388
<b>Financial liabilities</b>							
Deposits	330,913	53,238	105,181	2,228	-	-	491,560
Interbank and money market items	23,615	14,420	3,894	3,412	34	-	45,375
Liabilities payable on demand	2,633	-	-	-	-	-	2,633
Derivatives liabilities	-	-	-	-	-	6,283	6,283
Debt issued and borrowings	-	5,000	-	6,000	-	-	11,000
Lease liabilities	-	51	116	193	3	-	363

\* Under the Bank's liquidity risk management policy, loans to customers that are credit-impaired such as certain restructured loans and NPLs are reported in the "more than 5 years" bucket.

### 48. Events after the reporting period

**48.1** On 14 January 2022, the UOB Group proposed acquisition of Citigroup Inc.'s (Citi) consumer banking businesses comprising its unsecured and secured lending portfolios, wealth management and retail deposit businesses (the "Consumer Business") in Indonesia, Malaysia, Thailand and Vietnam.

The Bank proposed an acquisition of the consumer businesses of Citibank, N.A., Bangkok Branch, all issued shares in Citicorp Leasing (Thailand) Limited from Citibank Overseas Investment Corporation, and written-off receivables of Citi Consumer Products (Thailand) Limited.

Completion of the acquisition will be conditional on obtaining regulatory approvals. It is estimated that completion will take place within the third quarter of 2022, depending on the progress and outcome of the regulatory approval process.

**48.2** On 10 February 2022, UOB Services Co., Ltd., a subsidiary of the Bank registered the name change to the company as "UOB Services Asset Management Company Limited" with the Ministry of Commerce according to the approval from the Board of Directors of UOB Services Co., Ltd. No. 1/2022 dated 17 January 2022. The company is in the process of considering for approval the asset management business from the regulatory authorities.

## 49. Reclassification

Certain amounts in the financial statements have been reclassified to conform to the current year's classification as follow:

(Unit: Million Baht)		
Consolidated and separate financial statements		
As at 31 December 2021		
	As reclassified	As previously reported
Interest income	22,173	21,865
Expected credit losses	6,516	6,208

This reclassification does not have impact on profits or shareholders' equity as reported.

## 50. Approval of financial statements

These financial statements were authorised for issue by the Bank's Board of Directors on 4 March 2022.



## Risk Management

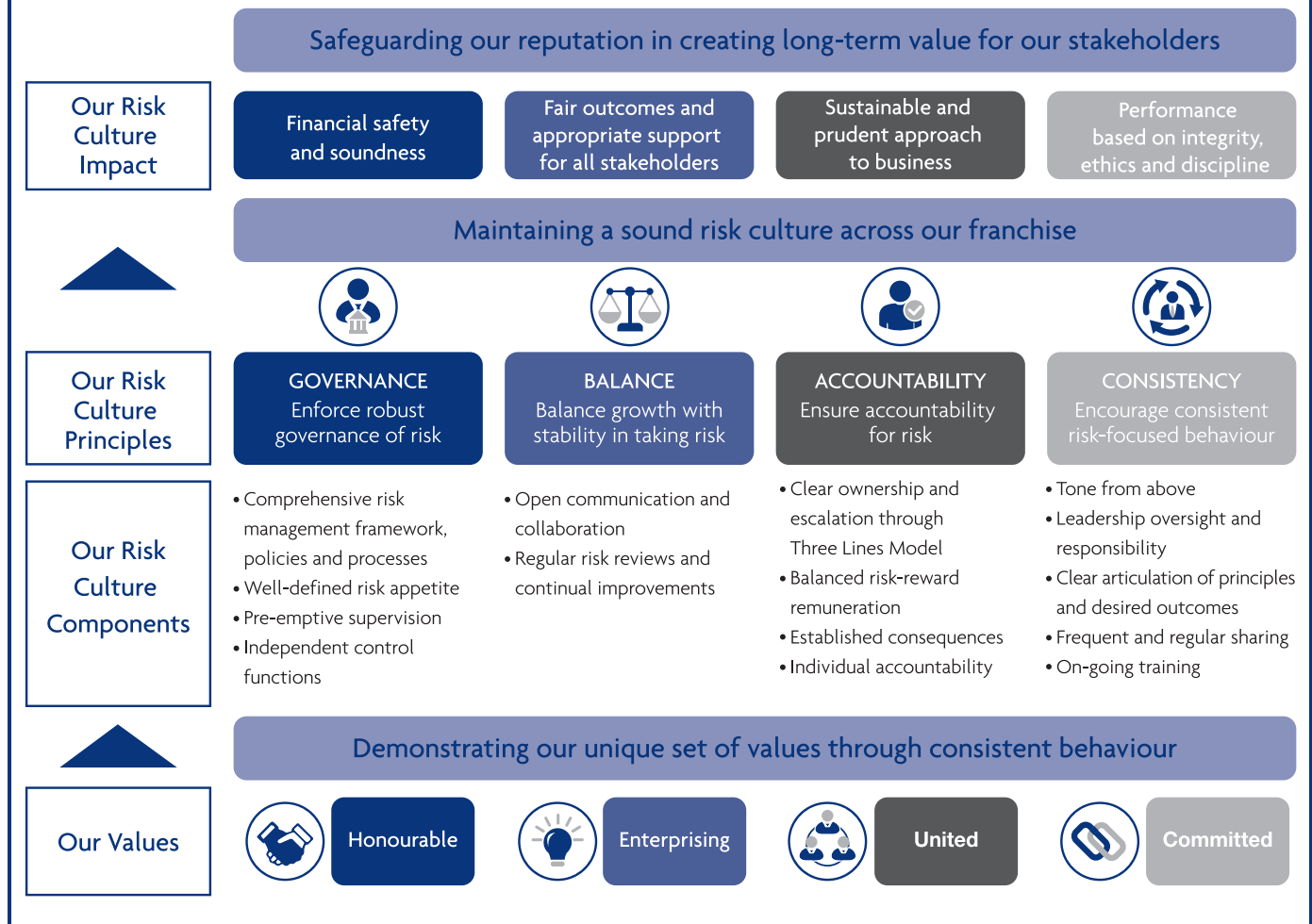
Managing risk is an integral part of UOB Thailand Group's business strategy. UOB Thailand Group's risk management approach focuses on ensuring continued financial soundness and safeguarding the interests of our stakeholders, while remaining nimble to seize value-creating business opportunities in a fast-changing environment. UOB Thailand Group is committed to upholding high standards of corporate governance, sound risk management principles and business practices to achieve sustainable long-term growth. UOB Thailand Group continuously strives towards best risk management practices to support the strategic objectives.

### Maintaining a Sound Risk Culture

A strong risk culture is vital to the long-term sustainability of UOB Thailand Group's business franchise. Specifically, risk culture refers to the norms, attitudes, and behaviours related to risk awareness, risk-taking, and risk management, and controls that shape decisions on risks. At UOB Thailand Group, our risk culture is based on our values. A strong risk culture ensures that our decisions and actions are considered and focused on our stakeholders, and that we are not distracted by short-term gains.

#### Risk Culture Statement

Managing risk is integral to how we create long-term value for our customers and other stakeholders. Our risk culture is built on four principles: enforcing robust governance of risk; balancing growth with stability; ensuring accountability for all our risk-based decisions and actions; and encouraging awareness, engagement, and consistent behavior in every employee. Each of these principles is based on our distinctive set of values that guides every action we take. In entrenching our risk culture further across our franchise, we uphold our commitment to financial safety and soundness; fair outcomes and appropriate support for all stakeholders; sustainable and prudent business approach, and performance based on integrity, ethics, and discipline.



Our risk management strategy embeds our risk culture across UOB Thailand Group to facilitate ongoing effective discovery, management, and mitigation of risks arising from external factors and our business activities and to use capital efficiently to address these risks. Risks are managed within levels established by senior management committees and approved by the Board and its committees. We have put in place frameworks, policies, methodologies, tools, and processes that help us identify, measure, monitor, and manage material risks faced by UOB Thailand Group. These enable us to focus on the fundamentals of banking and create long-term value for all our stakeholders.

## Risk Governance

Our risk frameworks, policies, and appetite provide the principles and guidance for UOB Thailand Group's risk management activities. They guide our key decisions for capital management, strategic planning and budgeting, and performance management to ensure that the risk dimension is appropriately and sufficiently considered. Risk reports are submitted regularly to senior management committees and the Board to keep them apprised of UOB Thailand Group's risk profile.

UOB Thailand Group has adopted the Basel Framework and is in compliance with regulatory requirements on Risk Based Capital Adequacy Requirements. We continue to take a prudent and proactive approach in navigating the evolving regulatory landscape, with emphasis on sound risk management principles in delivering sustainable returns. We also adopt the Internal Capital Adequacy Assessment Process (ICAAP) to assess on an ongoing basis the amount of capital necessary to support our activities. We review the ICAAP periodically to ensure that UOB Thailand Group remains well-capitalised taking into account all material risks. Stress testing is conducted to determine capital adequacy under stress conditions. UOB Thailand Group's Pillar 3 Disclosure Policy addresses the disclosure requirements specified by regulators.

Responsibility for risk management starts with the Board oversight of the governance structure which ensures that UOB Thailand Group's business activities are:

- conducted in a safe and sound manner and in line with the highest standards of professionalism;
- consistent with UOB Thailand Group's overall business strategy and risk appetite; and
- subject to adequate risk management and internal controls.

Our Board is assisted primarily by the Board Risk Oversight Committee (BROC), which reviews the overall risk appetite and level of risk capital to be maintained for UOB Thailand Group.

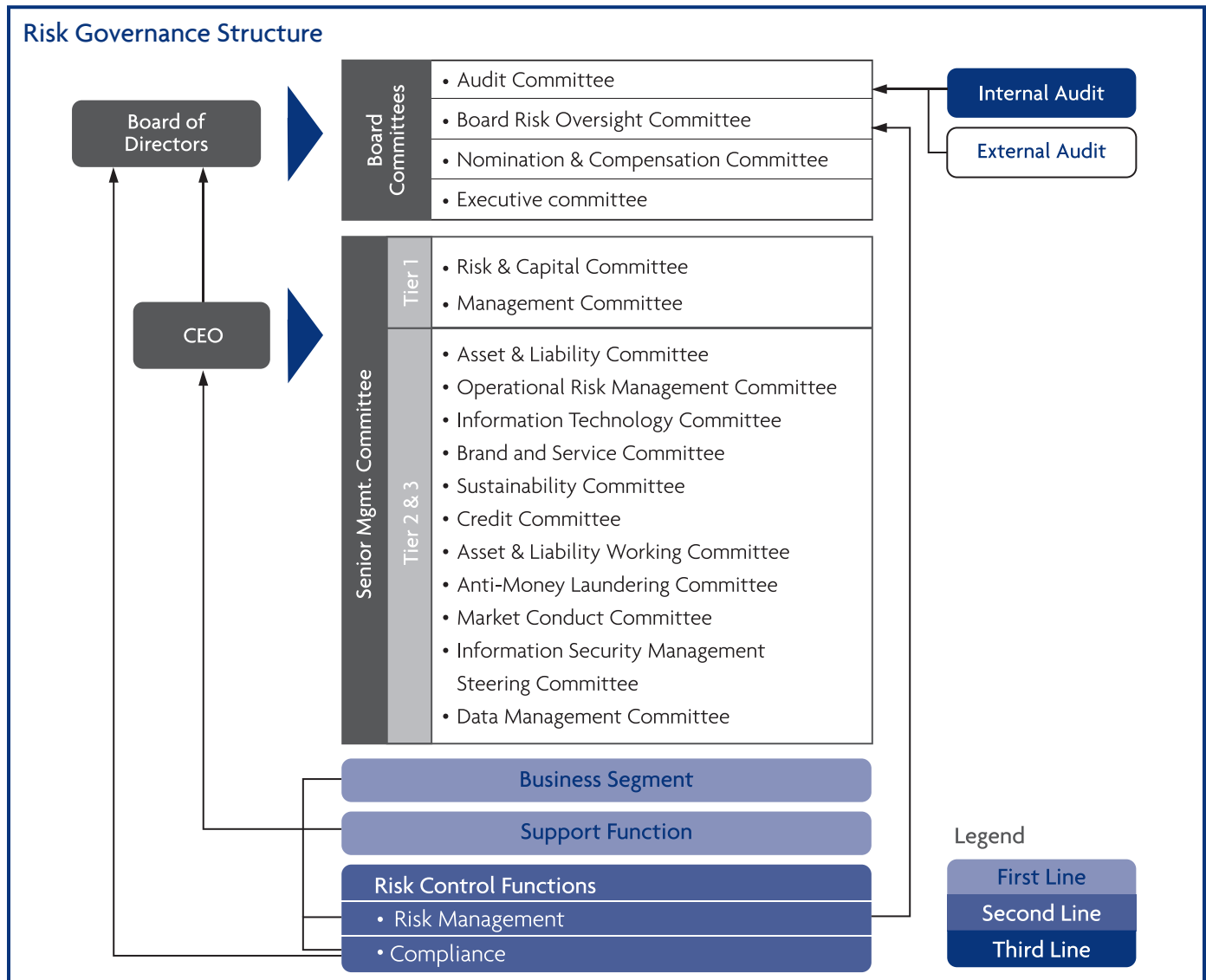
Our Chief Executive Officer (CEO) has established senior management committees to assist him in making business decisions with due consideration to risks and returns. The main senior management committees involved in this are Management Committee (MC), Risk and Capital Committee (RCC), Asset and Liability Committee (ALCO), Credit Committee (CC), and Operational Risk Management Committee (ORMC). These committees also assist the Board Committees in specific risk areas.

Senior management and senior management committees are responsible for delegating risk appetite limits by business lines, and/or broad product lines.

Risk management is the responsibility of every employee in UOB Thailand Group. We strive to instill awareness of the risks created by their actions and the accountability for the consequences of those actions in our employees. We have an established framework to ensure appropriate oversight, accountability, and management of all risk types encountered in the course of our business. Our organisational control structure provides the Three Lines Model as follows:



## Risk Management



### First Line – The Risk Owner:

The business and business support functions have primary responsibility for implementing and executing effective controls to manage the risks arising from their business activities. This includes establishing adequate managerial and supervisory controls to ensure compliance with risk policies, appetite, limits, and controls and to highlight control breakdowns, inadequacy of processes, and unexpected risk events.

### Second Line – Risk Oversight:

The risk and control oversight functions (such as Risk Management and Compliance), and the Head of Risk Management and Head of Compliance support UOB Thailand Group's strategy of balancing growth with stability by establishing risk frameworks,

policies, appetite, and limits within which the business functions must operate. The risk and control functions are also responsible for the independent review and monitoring of UOB Thailand Group's risk profile on an enterprise-wide basis and reporting of significant vulnerabilities and risk issues to the respective senior management committees.

The independence of risk and control oversight functions from business functions ensures the necessary checks and balances are in place.



### Third Line – Independent Audit:

UOB Thailand Group's internal and external auditors conduct risk-based audits covering all aspects of the First and Second Lines to provide independent assurance to the CEO, Audit Committee, and the Board, on the adequacy and effectiveness of our system of risk management and internal controls.

### Risk Appetite

Our risk appetite framework defines the amount of risk we are able and willing to take in pursuit of our business objectives. It ensures that UOB Thailand Group's risk profile remains within well-defined and tolerable boundaries. The framework was formulated based on the following key criteria:

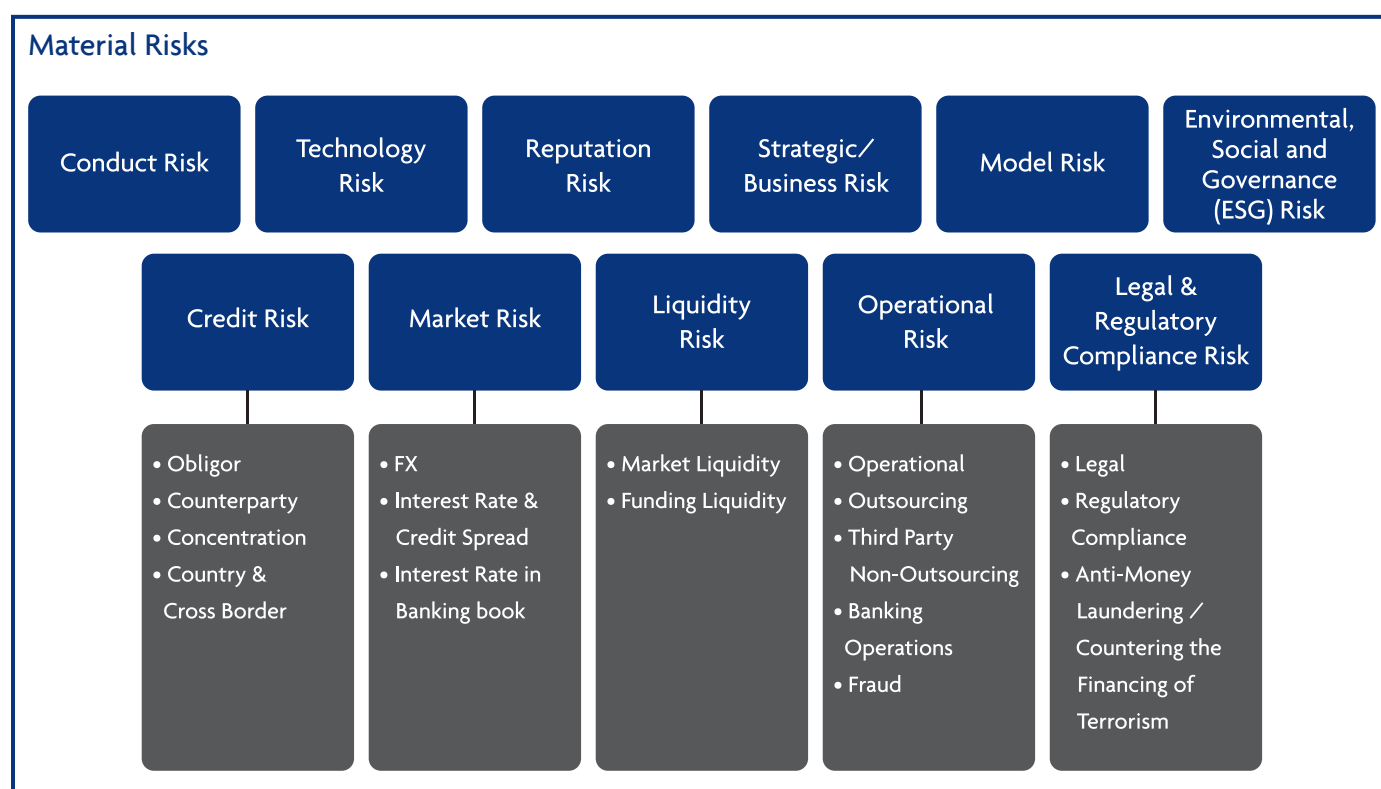
- alignment to UOB Thailand Group's key business strategy;
- relevance to respective stakeholders, with appropriate levels of granularity;
- practical, consistent, and easy to understand metrics for communication and implementation;
- analytically substantiated and measurable metrics.

The risk appetite defines suitable thresholds and limits across key areas of credit risk, country risk, market risk, liquidity risk, operational risk, and reputation risk. Our risk-taking approach is focused on businesses which we understand and whose risks we are well-equipped to manage. This approach helps us to minimise earnings volatility and concentration risk and ensures that our high credit rating, strong capital, and stable funding base remain intact. This way, we will remain a steadfast partner of our customers through changing economic conditions and cycles.

Our risk appetite framework and risk appetite are reviewed and approved annually by the Board. Management monitors and reports the risk profiles and compliance with the risk appetite to the senior management committees and the Board on a regular basis.

### Material Risks

Our business strategies, products, customer profiles, and operating environment expose us to a number of financial and non-financial risks. Identifying and monitoring of key risks are integral to UOB Thailand Group's approach to risk management. It enables us to make proper assessments of and to mitigate these risks proactively across UOB Thailand Group. The following table lists the key risks which could impact the achievement of UOB Thailand Group's strategic objectives:



## Risk Management

### Credit Risk

Credit risk is the risk of loss arising from any failure by a borrower or counterparty to meet their financial obligations when such obligations are due. Credit risk is the single largest risk that UOB Thailand Group faces in its core business as a commercial bank, arising primarily from loans and other lending related commitments to retail, corporate and institutional borrowers. Treasury and capital market operations and investments also expose UOB Thailand Group to counterparty and issuer credit risks.

Integral to the management of credit risk is a framework that clearly defines policies and processes relating to the identification, measurement, and management of credit risk. We review and stress test our portfolio regularly, and we continually monitor the operating environment to identify emerging risks and to formulate mitigation action.

### Credit Risk Governance And Organisation

The Credit Committee (CC) is the key oversight committee for credit risk. They support the CEO, EXCO, and the Board in managing the UOB Thailand Group's overall credit risk exposures. The RCC and CC serves as an executive forum for discussions on all credit-related issues including the credit risk management framework, policies, processes, infrastructure, methodologies, and systems. The CC reviews and assesses UOB Thailand Group's credit portfolios, processes, and credit risk profiles.

Credit Risk Management Division is responsible for the reporting, analysis, and management of all elements of credit risk. It develops credit policies and guidelines, and focuses on facilitating business development within a prudent, consistent, and efficient credit risk management framework.

### Credit Risk Policies And Processes

UOB Thailand Group has established credit policies and processes to manage credit risk in the following key areas:

#### Credit Approval Process

To maintain the independence and integrity of the credit approval process, the credit origination and approval functions are clearly segregated. Credit approval authority is delegated to officers based on their experience, seniority, and track record, and is based on a risk-adjusted scale according to a borrower's credit rating. All credit approval officers are guided by credit policies that are periodically reviewed to ensure their continued relevance to the UOB Thailand Group's business strategy and the business environment.

### Credit Concentration Risk

Credit concentration risk may arise from a single large exposure or from multiple exposures that are closely correlated. This is managed by setting exposure limits on borrowers, obligors, industries, portfolios, and countries, generally expressed as a percentage of the capital base.

We manage our credit risk exposures through a robust credit underwriting, structuring, and monitoring process. Credit exposures are well-diversified across industries. We perform regular assessments of emerging risks and reviews on industry trends and country outlooks to provide a forward-looking view on developments that could impact UOB Thailand Group's portfolio. We also conduct stress testing periodically to assess the resilience of the portfolio in the event of a marked deterioration in operating conditions.

### Credit Stress Test

Credit stress testing is a core component of UOB Thailand Group's credit portfolio management process. The three objectives of stress-testing are (i) to assess the profit and loss and balance sheet impact of business strategies, (ii) to quantify the sensitivity of performance drivers under various macroeconomic and business planning scenarios, and (iii) to evaluate the impact of management decisions on capital, funding, and leverage. Supervisory and / or internal stress tests may be conducted periodically under the change in economic conditions to identify if any risk mitigation actions should be taken. Under stress scenarios such as a severe recession, significant losses from the credit portfolio may occur. Stress tests are used to assess if UOB Thailand Group capital can withstand such losses and their impact on profitability and balance sheet quality. Stress tests also help us identify the vulnerability of various business units under such scenarios and formulate appropriate mitigating actions.

Our stress test scenarios consider potential and plausible macroeconomic and geopolitical events in varying degrees of likelihood and severity. We also consider varying strategic planning scenarios where the impact of different business scenarios and proposed managerial actions are assessed. These are developed through consultation with relevant business units, and are approved by senior management prior to submission to relevant committees for approval.

### Intra-group Transaction

Any intra-group transactions shall be executed on an arm-length basis at market commercial terms. Risk exposure as well as impact on capital adequacy incurred from intra-group transactions shall be monitored and controlled as a normal business practice. UOB Thailand Group has stipulated the approval process for intra-group transactions e.g. normal intra-group transactions such as granting credit, which is subject to approval by EXCO with ratification by the Board.

## Credit Risk Mitigation

Potential credit losses are mitigated through a variety of instruments such as collateral, guarantees, and netting arrangements. As a fundamental credit principle, UOB Thailand Group generally does not extend credit facilities solely on the basis of the collateral provided. All credit facilities are granted based on the credit standing of the borrower, source of repayment, and debt servicing ability of the borrower.

Collateral is taken whenever possible to mitigate the credit risk assumed and the value of the collateral is monitored periodically. The frequency of valuation depends on the type, liquidity, and volatility of the collateral value as well as in accordance with BOT's requirements. The main types of collateral taken by UOB Thailand Group are cash, qualified marketable securities, and real estate. Appropriate haircuts are applied to the market value of collateral, reflecting the underlying nature of the collateral, quality, volatility, and liquidity. In addition, collateral taken by UOB Thailand Group has to fulfill certain eligibility criteria (such as legal certainty across relevant jurisdictions) in order to be eligible for IRB purposes.

In extending credit facilities, we also often take personal guarantees as a form of moral support to ensure moral commitment from the principal shareholders and directors. For IRB purposes, we do not recognise personal guarantees as an eligible credit risk protection. Corporate guarantees are often obtained when the borrower's creditworthiness is not sufficient to justify an extension of credit. To recognise the effects of guarantees under the FIRB approach, we adopt the Probability of Default (PD) substitution approach whereby the PD of an eligible guarantor of an exposure will be used for calculating the capital requirement.

## Counterparty Credit Risk

Unlike normal lending risk where the notional amount at risk can be determined with a high degree of certainty during the contractual period, counterparty credit risk exposure fluctuates with market variables. Counterparty credit risk is measured as the sum of current mark-to-market value and an appropriate add-on factor for potential future exposure (PFE). The PFE factor is an estimate of the maximum credit exposure over the remaining life of the foreign exchange (FX)/derivative transaction, and is used for limit-setting and internal risk management.

Exposures arising from foreign exchange, derivatives, and securities financing transactions are typically mitigated through agreements such as the International Swaps and Derivatives Association (ISDA) Master Agreements and the Credit Support Annex (CSA). Such agreements help to minimise credit exposure by allowing UOB Thailand Group to offset what we owe to a counterparty against what is due from that counterparty in the event of a default.

## Credit Monitoring and Remedial Management

We regularly monitor credit exposures, portfolio performance, and emerging risks that may impact our credit risk profile. Internal risk reports are updated to relevant senior management committees on credit trends and to provide alerts on key economic, political, and environment developments across major portfolios so that necessary mitigating actions can be taken promptly.

## Delinquency Monitoring

UOB Thailand Group closely monitors the delinquency of borrowing accounts as it is a key indicator of credit quality. An account is considered as delinquent when payment is not received on the due date. Any delinquent account, including a revolving credit facility (such as an overdraft) with limit excesses, is closely monitored and managed through a disciplined process by business units and risk management functions. Where appropriate, such accounts are also subject to more frequent credit reviews.

## Classification and Expected Credit Loss (ECL)

UOB Thailand Group classifies its loan portfolios according to the borrower's ability to repay the credit facility from their normal source of income. There is an independent credit review process to ensure the appropriateness of loan grading and classification in accordance with internal policy and regulatory guidelines. In accordance with the Thai Financial Reporting Standard (TFRS) 9 and as per regulatory guideline, all financial assets and commitments are categorised into 3 stages as "Performing or Stage 1", "Under-Performing or Stage 2", and "Non-Performing or Stage 3". Any account which is delinquent (or in excess for a revolving credit facility such as an overdraft) for more than 90 days or more than 3 months will be classified automatically as 'Non-Performing'. In addition, any account that exhibits weaknesses which are likely to adversely affect repayment on existing terms may be classified as 'Non-Performing'.

Upgrading or declassification of a NPL account to "Performing (Stage 1) or Under-Performing (Stage 2) status must be supported by a credit assessment of the repayment capability, cash flows and financial position of the borrower. UOB Thailand Group must also be satisfied that once the account is upgraded, the account should be unlikely to be classified again in the near future.

A restructured account is categorised as either 'Non-Performing' or non-NPL or appropriate classified grade based on the assessment of the financial condition of the borrower and the ability of the borrower to repay under the restructured terms.

Under TFRS 9 guideline, provision impairment will be based on Expected Credit Loss (ECL) Approach.



## Risk Management

### Special Asset Management

Special Asset Management (SAM) / Credit Management are the independent divisions in which SAM manages the non-performing portfolios of UOB Thailand Group's non-retail portfolio whereas Credit Management manages the retail non-performing portfolios. SAM/Credit Management proactively manage a portfolio of NPL accounts, with the primary intention of nursing these accounts back to health and transferring them back to the respective business units if it meets the guidelines. In addition, SAM also manages accounts that UOB Thailand Group intends to exit in order to maximise debt recovery.

### Write-off Policy

A classified account that is not secured by any realisable collateral or account with collateral that are worthless will be written off either when the prospect of recovery is considered poor or when all feasible avenues of recovery have been exhausted. This is in compliance with regulatory guidelines.

### Internal Credit Rating System

UOB Thailand Group employs internal rating models to support the assessment of credit risk and the assignment of exposures

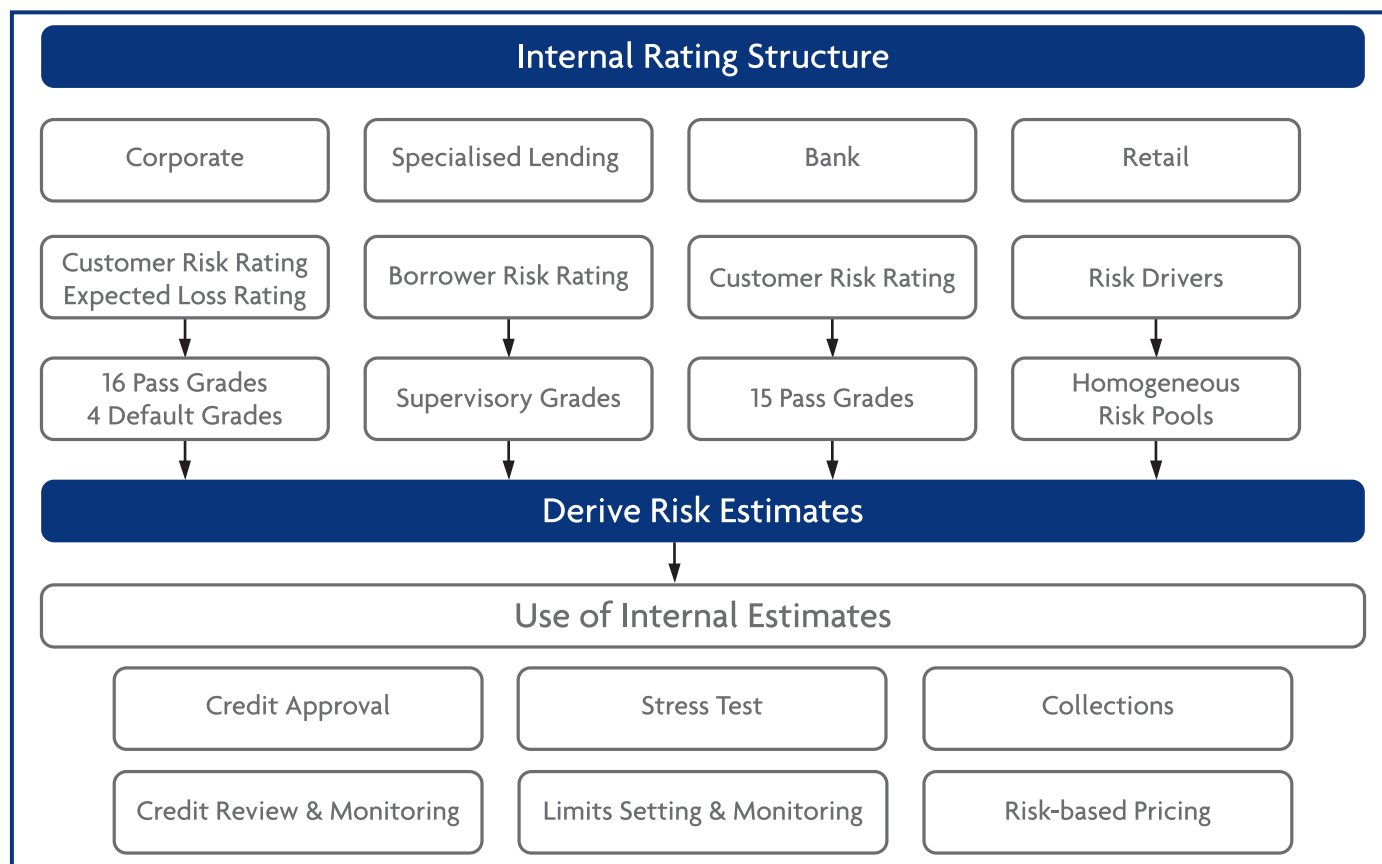
to rating grades or pools. Internal ratings are used pervasively by UOB Thailand Group in the areas of credit approval, credit review and monitoring, credit stress testing, limits setting, pricing, and account management.

UOB Thailand Group has established a credit rating governance framework to ensure the reliable and consistent performance of its rating systems. The framework defines the roles and responsibilities of the various parties in the credit rating process, including independent model performance monitoring, annual model validation, and independent reviews by Internal Audit.

Credit risk models are independently validated before they are implemented to ensure they are fit for purpose. To monitor the robustness of these rating models on an ongoing basis, all models are subject to annual review conducted by model owners to ascertain that the chosen risk factors and assumptions continue to remain relevant for the respective portfolios. All new models, model changes and annual reviews are approved by RCC or the BROCC, depending on the materiality of the portfolio.

### Rating Structure

UOB Thailand Group's internal rating structure is illustrated below.



## Non-retail Exposures

UOB Thailand Group has adopted the Foundation Internal Ratings-Based (FIRB) approach for its non-retail exposures with an exception for Sovereign asset class where Standardised Approach is applied. Under FIRB approach, the probability of default (PD) for each borrower is estimated using internal models. These PD models employ qualitative and quantitative factors to provide an assessment of the borrower's ability to meet their financial obligations, and are calibrated to provide an estimate of the likelihood of default over a one-year time horizon. A default is considered to have occurred if:

- the obligor is unlikely to pay its credit obligations in full to UOB Thailand Group, without recourse by UOB Thailand Group to actions such as realising the security; or
- the obligor is past due for more than 90 days.

Supervisory loss given default (LGD) and exposure at default (EAD) parameters prescribed by BOT are used together with the internal credit ratings to calculate risk weights and regulatory capital requirements.

While UOB Thailand Group's internal risk rating grades may show some correlation with the rating grades of External Credit Assessment Institutions (ECAIs), they are not directly comparable or equivalent to the ECAI ratings.

## Corporate Asset Class

In UOB Thailand Group, the exposure in Claims on Corporate Asset Class has been rated by Large Corporate (LC), Corporate SME (CSME), and NBF1 Models. Credit risk factors used to derive a customer risk rating include its' financial strength, quality of management, business risks, and the industry in which it operates. The customer risk rating process is augmented by facility risk ratings, which take into account the type and structure of the facility, availability and type of collateral, and seniority of the exposure.

The internal rating grade structure for the corporate asset class consists of 16 pass grades and 4 default grades. The models are mapped to the rating scale by calibration that takes into account UOB Thailand Group's long-term average portfolio default rate.

## Specialised Lending Asset Sub-Class

Within the corporate asset class, UOB Thailand Group has four sub-classes for Specialised Lending: Income Producing Real Estate (IPRE), Commodity Finance (CF), Project Finance (PF), and Ship Finance (SF). The internal risk grades are derived based on a comprehensive assessment of financial and non-financial risk factors using internal scorecards. The internal risk grades are mapped to the five supervisory slotting categories, which determine the risk weights to be applied to the exposures.

## Bank Asset Class

Our internal Bank scorecard takes into account asset quality, capital adequacy, liquidity, management, regulatory environment, and robustness of the overall banking system. The scorecard has an internal rating grade structure consisting of 15 pass grades.

## Retail Exposures

We have adopted the AIRB Approach for our retail exposures, which consist of residential mortgages, qualifying revolving retail exposures and other retail exposures. Exposures within each of these asset classes are not managed individually, but as part of a pool similar exposures that are segmented based on borrower and transaction characteristics. As loss characteristics of retail exposures are geography and product specifics, bespoke PD, LGD, and EAD segmentation models are developed using empirical loss data for the respective exposures across the UOB Thailand Group. Where internal loss data is insufficient to provide robust risk estimates, the segmentation models may incorporate internal and/or external proxies, and where necessary, may be augmented with appropriate margins of conservatism. These models are regularly validated.

## Retail Probability of Default Models

Retail PD models are based on pools of homogeneous exposures segmented by a combination of application scores, behavioural scores and other risk drivers reflecting borrower, facility, and delinquency characteristics. PD pools are calibrated through-the-cycle using at least five years of historical data that cover a full economic cycle. For low default portfolios, internal and/or external proxies that are highly correlated with internal defaults are used to estimate the long-run average PD.

In general, the long-run observed default rates are largely lower than the PD estimated due to the model's calibration philosophy and the application of conservative overlays to account for model risk.

## Retail Loss Given Default Models

Retail LGDs are estimated directly using historical default and recovery data via the "workout" approach, which considers the economic losses arising from different post-default scenarios such as cured, restructured, and liquidate. LGD models are segment using material pre-default risk drivers such as facility and collateral characteristics.

LGD models are adjusted to reflect a portfolio's economic downturn experience.

## Retail Exposure at Default Models

For revolving products, EAD is based on the current outstanding balance and the estimated potential drawdown of undrawn commitments, which is statistically determined based on





## Risk Management

historical data. For closed-end products, the EAD is the current outstanding balance. EAD models are generally segmented by material pre-default risk drivers such as facility type, limit, and utilisation. EAD models also cover the effect from economic downturn conditions. EADs must be at least equal to the current outstanding balances.

### Credit Exposures Subject to Supervisory Prescribed Risk Weight

#### Equity Asset Class

According to BOT's guidelines, UOB Thailand Group is eligible to apply 100% risk weight to equity exposures which have been exempted from IRB capital computation.

### Credit Exposures Subject to Standardised Approach

UOB Thailand Group applies the SA for portfolios which are immaterial in terms of both size and risk profile. For exposures subject to the SA, prescribed risk weights based on asset class are used in the computation of regulatory capital except for Claims on Corporate where 100% risk weight is applied.

### Responsible Financing

UOB Thailand Group is committed to responsible financing to support sustainable development and to mitigate environmental, social, and governance (ESG) risks in our lending. UOB Thailand Group's Credit Policy includes a Responsible Financing Policy and guidelines with clear roles and responsibilities for due diligence. This ensures that ESG considerations are integrated into our credit evaluation and approval process. Credit Approval is responsible for ensuring that all ESG-related risks are adequately addressed and, where necessary, borrowers or projects with any ESG risk are escalated to relevant credit approval and committees for further review and approval.

The Responsible Financing Policy is embedded within UOB Thailand Group's Credit Policy which is reviewed periodically. The Responsible Financing Policy applies to all of UOB Thailand Group's all borrowing customers within Wholesale Banking and to the Bank's capital market activities. Under the policy, Relationship Managers are required to conduct due diligence on all new and existing borrowers during the onboarding process and annual credit review. We have implemented sector-specific Credit Acceptance Guidelines and have ESG checklists in place to help our relationship managers in identifying, assessing, and reviewing ESG risks. Borrowers that fall within the following ESG industries, are subject to enhanced due diligence with sector specific guidance.

- Agriculture
- Metals and Mining
- Chemical
- Infrastructure
- Forestry
- Defence
- Energy
- Waste Management

As part of our ESG risk classification approach to identify, measure and manage the ESG risks in our portfolio, borrowers are classified as 'high', 'medium', or 'low' ESG risk. This is based on the level of ESG risk inherent in their business operations and the residual ESG risk after taking into consideration their ability to mitigate the inherent risk through policies and measures.

Our Responsible Financing Policy prohibits financing to the following companies:

- with operations or projects that threaten the outstanding universal value or special characteristics of UNESCO World Heritage Sites, RAMSAR Wetlands, forests of high conservation value, or sites that would impact critical natural habitat significantly;
- involved in animal cruelty and the trade of endangered species as defined by the Convention on International Trade in Endangered Species of Wild Fauna and Flora;
- without measures in place to manage or to mitigate the risk of air, soil, and water pollution
- involved in the exploitation of labour, including forced labour and child labour based on the International Labour Organisation (ILO) standards
- in violation of the rights of local or indigenous communities; and
- involved in open burning for land clearance

The Responsible Financing Policy, supported by a comprehensive set of guidelines, requires the borrowers to comply with local ESG regulations. We notify our borrowers of their needs to adhere to our Responsible Financing Policy and request for their representation and warranties to ensure compliance. We also encourage them to follow established industry standards and to obtain relevant certifications.

In recognition of the increasing threat of climate change and the adverse effect it increasingly has on the environment, businesses, and society, we discontinued new financing of coal-fired power plant projects and prohibited the project financing of greenfield thermal coal mines. Within the thermal coal sector, our financing is limited to mines that have calorific values corresponding to sub-bituminous or higher grade coal. We will continue to engage with and to support our clients in their transition to lower carbon energy sources. Moreover, we have also discontinued new financing of greenfield palm oil plantations to address the risk of deforestation and loss of biodiversity.

We also prohibit financing of asbestos mining and new building projects that use asbestos in the construction process.

UOB Thailand formally adopted the Equator Principles (EP) in 2021 to determine, to assess and to manage environmental and social risk in projects.,

UOB Thailand engages with our borrowers proactively to improve their ESG practices. In addition, we monitor our borrowers on an ongoing basis for any adverse ESG-related news. Borrowers with any known material ESG-related incidents will trigger an immediate review with the ESG risks to be addressed and managed appropriately. We require our borrowers to rectify any breaches of our policy within a reasonable timeframe with relationship managers responsible for monitoring their progress. However, if we deem our borrowers unable or unwilling to commit to managing the potential adverse impact of their operations adequately, we are prepared to review and to reassess the relationship, or to reject the transaction.

We review our portfolio's ESG exposure periodically. All applicable borrowers underwent the ESG risk assessment with relevant risks adequately managed and mitigated. We did not have a significant concentration in any of the eight ESG-sensitive sectors. All colleagues serving in relevant roles are trained on our Responsible Financing Policy and its related processes.

As part of the Stakeholder Engagement, we are committed to doing our part in shaping industry developments and to promoting a more level playing field. We have actively participated in sustainability forums for knowledge exchange and to deepen understanding of ESG best practices. These have helped to ensure better integration of sustainability considerations into the Bank's overall strategy.

We will continue to engage with regulators as we collectively shape the path towards a more sustainable financial system. We will also continue to engage with other key stakeholders, including our customers, colleagues, investors, community, and non-governmental organisations, to ensure that we meet evolving expectations and remain abreast of industry developments.

## Market Risk

Market risk is the risk of losses arising from the volatility of the price or value of assets, liabilities and financial obligations held by UOB Thailand Group. Market factors which may affect such prices or values are changes on interest rates, foreign exchange, equity prices, and commodity prices.

Market risk is governed by the ALCO, which meets monthly to review and provide directions on market risk matters. The Market Risk Management Unit (MRM) supports the BROCC, RCC, and ALCO with independent assessment of the market risk profile of UOB Thailand Group.

UOB Thailand Group's market risk framework comprises market risk policies, practices, control, and risk limits structure with appropriate delegation of authority. In addition, we have a stringent Product/Service Programme due diligence process in place to ensure that market risk issues are adequately addressed prior to product launches.

Market risk capital is provided for all trading exposures within UOB Thailand Group, as well as Banking Book FX and commodity exposures. UOB Thailand Group currently adopts the Standardised Approach for the calculation of regulatory market risk capital but uses daily ES (Expected Short Fall) or Value-at-Risk (VaR) to measure and control trading market risks. To complement the ES or VaR measure, stress and scenario tests are performed to identify UOB Thailand Group's vulnerability to event risk. These tests serve to provide early warnings of plausible extreme losses to facilitate proactive management of market risks.

In addition, VaR estimates are backtested against profit and loss of the trading book to validate the robustness of the methodology. The backtesting process analyses whether exceptions are due to model deficiencies or market volatility.

## Interest Rate Risk In Banking Book

Interest rate risk in the banking book (IRRBB) is defined as the risk of potential loss of capital or reduction in earnings due to changes in the interest rates environment.

The ALCO maintains oversight of the effectiveness of the interest rate risk management structure. Balance Sheet Risk Management Division (BSRM) supports the ALCO in monitoring the interest rate risk profile of the banking book.

The primary objective of interest rate risk management is to protect and enhance capital or economic net worth through adequate, stable, and reliable growth in net interest earnings under a broad range of possible economic conditions. This is achieved by ensuring that interest rate risk in banking book is identified, measured, monitored, and managed over a range of potential and realistic interest rate scenarios, including under stress situations.





## Risk Management

Interest rate risk in banking book exposure is quantified using static and simulation analysis tools. Static analysis tools include re-pricing mismatch analysis, whereas the simulation analysis is performed based on the different interest rate scenarios. From the analysis, we are able to assess the impact on both net interest income (NII) and economic value of equity (EVE) due to the interest rate changes. Mismatches in the longer tenor will experience greater change in the EVE than similar positions in the shorter tenor while mismatches in the shorter tenor will have a greater impact on NII.

In addition, stress test is also performed regularly to assess the adequacy of capital in meeting the impact of extreme interest rate movements on the balance sheet. Such tests are performed to provide early warnings of potential extreme losses, facilitating the proactive management of interest rate risks in an environment of rapid financial market changes.

The risks arising from the trading book, such as interest rates, foreign exchange rates, and equity prices are managed and controlled under the market risk framework that is discussed under the Market Risk section.

### Liquidity Risk

Liquidity risk is the risk that UOB Thailand Group may not be able to meet their obligations as they fall due as a result of inability to liquidate their assets or to cover funding requirements at an appropriate price, resulting in losses to UOB Thailand Group.

UOB Thailand Group maintains sufficient liquidity to fund its day-to-day operations, meet deposit withdrawals and loan disbursements, and repay borrowings. Hence, liquidity is managed in a manner to address known as well as unanticipated cash funding needs.

Liquidity risk is managed in accordance with a framework of policies, controls, and limits established by the ALCO. These policies, controls, and limits enable the Bank to monitor and manage liquidity risk to ensure that sufficient sources of funds are available over a range of market conditions. These include minimising excessive funding concentrations by diversifying the sources and terms of funding as well as maintaining a portfolio of high quality and marketable debt securities.

UOB Thailand Group takes a conservative stance in its liquidity management by continuing to gather core deposits, ensuring that liquidity limits are strictly adhered to and that there are adequate liquid assets to meet cash shortfall.

The distribution of deposits is managed actively to ensure a balance between cost effectiveness, continued accessibility to funds, and diversification of funding sources. Important factors in ensuring liquidity are competitive pricing, proactive management of UOB Thailand Group's core deposits, and the maintenance of customer

confidence.

Liquidity risk is aligned with the regulatory liquidity risk management framework, and is measured and managed on a projected cash flow basis. UOB Thailand Group is monitored under business as usual, and stress scenarios. Cash flow mismatch limits are established to limit the Bank's liquidity exposure. The Bank also employs liquidity early warning indicators and trigger points to signal possible contingency situations.

With regard to the regulatory requirements on Liquidity Coverage Ratio (LCR) which are effective from 1 January 2016, our LCR was above 100% for the position as of December 2021.

Contingency funding plans are in place to identify potential liquidity crises using a series of warning indicators. Crisis escalation processes and various strategies including funding and communication have been developed to minimise the impact of any liquidity crunch.

### Operational Risk

Operational risk is the risk of loss resulting from inadequate or failed internal processes, people, and systems, or from external events. Operational risk includes fraud risk, legal risk, regulatory compliance risk, reputational risk, outsourcing & third party non-outsourcing risks, other services risk (including insourcing risk), and technology & cyber risks.

Our primary objective is to foster a sound reputation and operating environment.

### Operational Risk Governance, Framework, and Programmes

Operational risk is managed through frameworks, policies, and procedures by which business and support units properly identify, assess, monitor, and control/mitigate operational risks. The Operational Risk Management Committee (ORMC) meets monthly to provide oversight of operational risk matters across the UOB Thailand Group.

The Operational Risk Governance structure adopts the Three Lines Model. The business and support units as the First Line are responsible for implementing and executing effective controls for the management of operational risks arising from their activities. Internal controls are embedded into business, systems, and operational processes.

The Operational Risk Management Division, as the Second Line, provides overarching governance of operational risk through relevant frameworks, policies, programmes, and systems. It also monitors key risk self-assessment results, outsourcing & third party non-outsourcing risks, other services risk (including insourcing risk) matters, key operational risk indicator breaches, self-identified operational risks and incidents, and reports these

to the relevant senior management committees and the Board. Internal Audit acts as the Third Line by providing, through periodic audit reviews, an independent and objective assessment on the overall effectiveness of the risk management and control structure, policies, frameworks, systems, and processes.

Two key components of the operational risk management framework are risk identification and control self-assessments. These are achieved through the implementation of a set of operational risk programmes. Several risk mitigation policies and programmes are in place to maintain a sound operating environment.

Our business continuity and crisis management programmes ensure prompt recovery of critical business and support units should there be unforeseen events. An annual attestation is provided to the Board on the state of business continuity readiness of the UOB Thailand Group.

Our insurance programme covers civil and crime liability, cyber liability, property damage, terrorism, public liability, as well as directors' and officers' liability. The programme reduces operational losses through adequate insurance coverage.

We adopt the SA for the calculation of operational risk capital.

The subject-specific key risks that we focus on include but are not limited to:

### **Fraud Risk**

Fraud is defined as an act, with an element to deceive or to conceal facts, and is not restricted to the gain of monetary or material benefits.

The UOB Thailand Group actively manages fraud risks. The Integrated Fraud Management (IFM) Division, as the Second Line, drives strategy, governance, and the framework of fraud risk management. The corporate governance of fraud risk is provided by the Board Risk Oversight Committee at the Board level, and primarily by the Risk and Capital Committee at the Management level.

All employees are required to uphold the UOB Code of Conduct, which includes anti-bribery and anti-corruption provisions. The Group's fraud hotline to IFM ensures independent fraud investigation. The division also works closely with business and support units to strengthen their current practices across the five pillars of prevention, detection, response, remediation, and reporting.

### **Legal Risk**

Legal Risk arises from unenforceable, unfavourable, defective, or unintended contracts lawsuits or claims, and non-compliance with applicable laws, non-compliance with Personal Data Protection Act, and non-adherence with local country data privacy laws. Business and support units work with both internal and external legal counsel to ensure that legal risks are managed.

### **Regulatory Compliance Risk**

Regulatory risk refers to the risk of non-compliance with laws, regulations, rules, standards, and codes of conduct, including the risk that a change in laws and regulations can increase the cost of operation and the cost of capital thereby impacting the earnings or returns. We identify, monitor, and manage the risk through a structured governance framework of compliance policies, procedures, and guidelines. The framework also manages the risk of regulatory breaches relating to sanctions, anti-money laundering and countering the financing of terrorism.

### **Reputational Risk**

Reputational Risk is the risk arising from negative perception on the part of employees, customers, counterparties, shareholders, investors, debtholders, market analysts, other relevant parties, or regulators that can adversely affect a bank's ability to maintain existing, or establish new, business relationships, and continued access to sources of funding (e.g. through the interbank or securitisation markets). We recognise the impact of reputation risk and have developed a policy to identify and to manage the risk across the UOB Thailand Group.

### **Outsourcing & Third party Non-Outsourcing Risk / Other Services Risk (including Insourcing Risk)**

Outsourcing & Third party Non-Outsourcing Risk is the risk of adverse financial, operational, reputational, legal, and compliance impact arising from the failure of outsourced service provider / third party non-outsourced service provider or to comply with legal and regulatory requirements, or a service provider's breaches of security. Other Services Risk refers to risk from any other services relating to or as deemed necessary for the Bank's business operations.

We manage the risk through the relevant framework, policies, procedures, and guidelines (e.g. in performing risk assessment) and relevant modules in the Governance, Risk and Compliance system.

### **Technology & Cyber Risk**

Technology Risk is defined as any potential adverse outcome, damage, loss, violation, failure, or disruption arising from the use of or reliance on hardware, software, devices, systems, applications, and networks. Cyber Risk is defined as risk of adverse outcome, financial loss, disruption, or damage to the reputation of the Bank due to alteration or disruption of the Bank's IT assets (e.g. servers, databases), arising from a malicious threat actor over digital communication channel or changes / developments.

The governance of technology risk rests with the ORMC, who facilitates holistic oversight of operational risk matters across the UOB Thailand Group. Our technology risk management framework ensures that technology and cyber risks are managed in a systematic and consistent manner. The scope of technology risk management



## Risk Management

covers many aspects, including technology asset management, technology resiliency and continuity aspects of business continuity management, cybersecurity management, technology third party risk management and information security management.

The Operational Risk Management Division has governance and oversight of technology risk management across the UOB Thailand Group. The team works with business and support units including the technology and information security, to oversee, to review, and to strengthen their current practices in technology risk management. We adopt a risk-based approach in assessing and managing technology and cyber risks. Our Board, senior management and ORMC are briefed regularly on technology risk appetite and technology risk matters.

### Conduct Risk

In UOB Thailand Group, we consider Conduct Risk as one of our material risk types as it arises from employee's behaviours and actions in day-to-day activities. Specifically, Conduct Risk is the risk of improper employee behaviour or action that results in unfair stakeholder outcomes, negative impact on market integrity and other issues that damages the reputation of UOB Thailand Group. This includes the failure of a supervising manager to reasonably manage a conduct issue or report the misconduct on a timely basis.

The underlying principles that reflect the norms of proper conduct are:

- Observe policies and procedures;
- Obey the spirit and the letter of the law;
- Do not mislead or deceive;
- Ensure fair outcomes for all stakeholders;
- Provide services that are fit for purpose;
- Deliver services with reasonable care and skill; and
- When acting for another, act in the best interests of that other person

UOB Thailand Group has proactively managed the Conduct risk through a multi-faceted approach which has leveraged the frameworks, policies, and procedures in operational risk management, internal fraud management, whistle-blowing, employee discipline, individual accountability, code of conduct, remuneration, fair dealing, and anti-money laundering.

### Model Risk

In the application of risk quantification techniques that UOB Thailand Group uses, the model risk is one of the material risks that we have realised its intelligences as well as its shortfalls. In such a term, the Model Risk can be caused by the use of inappropriate model which cannot accurately evaluate market prices, or which is not a mainstream model in the market (pricing models), and by inaccurately estimating the probability or magnitude of future losses (such as risk measurement models) and the use of those estimates.

Model risk is managed under the respective material risk types for which there is a quantitative risk model.

UOB Thailand Group has managed the Model Risk by complying with the Model Validation Policy which has established appropriate risk mitigation measures and controls to mitigate the model risk.

### Environmental, Social, And Governance (ESG) Risk

The risk of credit loss or non-financial risks, such as reputational damage, arising from ESG issues, including climate change. While a key component of ESG risk arises indirectly from the financial services we provide to our customers, it can also result directly from our own operations

The different aspects of sustainability risk are managed through the relevant frameworks, policies and guidelines in place, including our Responsible Financing Policy.

### Strategic And Business Risk

Strategic risk refers to the current or prospective negative impact on earnings, capital, or reputation arising from adverse strategic decisions, improper implementation of decisions, or a lack of responsiveness to industry, economic, or technological changes. It is the risk of not achieving the UOB Thailand Group's strategic goals.

Business risk refers to the adverse impact on earnings or capital arising from changes in business parameters such as volumes, margins, and costs. The sources of business risk include uncompetitive products or pricing, internal inefficiencies, and changes in general business conditions such as market contraction or changes in customers' expectations and demand. It is the risk of not achieving the UOB Thailand Group's short-term business objectives.

The Board of Directors and senior management committees are responsible for managing risks associated with the UOB Thailand

Group's business activities and play a critical role in the successful operation of the UOB Thailand Group. The senior management committees oversee the day-to-day management of the UOB Thailand Group and make business decisions within the UOB Thailand Group's risk appetite. The Management Committee and the Risk and Capital Committee have oversight functions relating to strategic and business risk management.

Finance, together with business segment, will translate the strategic plan into annual financial targets, taking the macroeconomic environment into account. The business segment heads are responsible for developing and implementing segment-specific business strategies and for ensuring alignment with the overall UOB Thailand Group's strategy.



## Report of the Audit Committee

The Audit Committee (“the AC”) of United Overseas Bank (Thai) Pcl. comprises three independent directors as follows;

- |                             |          |
|-----------------------------|----------|
| 1. Tithiphan Chuerboonchai  | Chairman |
| 2. Suebtrakul Soonthornthum | Member   |
| 3. Chim Tantiyaswasdikul    | Member   |

All the Committee members are non-executive directors and non-employees of the Bank.

In 2021, the Committee held four (4) meetings to review the Bank’s internal control system and discuss financial and operational business issues with the Bank’s External and Internal Auditors. Relevant Management members were invited to attend the meetings to provide additional information and clarification of the internal control systems.

Major matters in the meetings were as follows:

- Reviewed and discussed the adequacy and effectiveness of the Bank’s Internal Control System with the Senior Management, Internal and External Auditors as well as the Management’s Responses to the control deficiencies and timely remedial actions taken.
- Reviewed the Scope and Results of the Audit and Key Accounting and Auditing Areas. Before AC meeting, the AC members are briefed by external auditor and/or the Country Head of IA, who reports directly to the AC. Every quarter, the AC also meets the auditors in the absence of Management, and among themselves. The AC is authorised to investigate any matter within its terms of reference and has the full cooperation of and access to Management for this purpose.
- Reviewed the major items of the financial reports, the financial related disclosures, including Pillar III and LCR Disclosure, and the reliability of those reports, and the reasonableness of the Connected and Related Parties’ Transactions.
- Noted the update on 2020 Transfer Pricing documentation result and recommendations presented by EY.
- Reviewed and noted the independence of the External Auditors.
- Reviewed and proposed the appointment of the External Auditor and the Audit Fee to the Board of Directors for further recommended to the shareholder for approval.
- Reviewed and noted the annual review of independence and objectivity of Internal Audit and approved the revision to Internal Audit Charter.
- Approved and monitored the Internal Audit Year Plan & Resources, the 3-Year Strategic Plan, and KPI of the Internal Audit, including approval for the revision of the 2021 IA Year Plan. The AC also approved IA Transformation and Succession Plan and conducted the 2020 Performance Evaluation of the Country Head of IA.
- Approved the appointment of new Country Head of Internal Audit
- Reviewed and noted the Internal Audit quarterly reports, major findings and status updates including the compliance with internal and external regulations, Timeliness and Effectiveness of Corrective Action Score (TECAS), Whistleblowing reports, Integrated Fraud Management (IFM) reports, the status update on litigation cases against the Bank and related matters.
- Noted the implementation issues, progress, and audit result of Basel II - Internal Ratings Based Approach (IRBA), the Internal Capital Adequacy Assessment Process (ICAAP), and Basel III.
- Noted further improvement and action taken derived from 2020 Internal Quality Assurance Report, progress updates on the implementation of Quality Assurance (QA) Assistant Tool, and IA Business Continuity Plan against COVID-19.
- Noted the Group Audit Transformation plan, 2021-2023 work plan and its status update, and the Group Audit’s Directive on External Auditor (EA) Co-Sourcing Project

- Noted the regulatory updates, regulators' examination results, regulatory breach and violation Report and implementation progress, e.g., the BOT, MAS and other relevant regulators.
- Approved the annual review of Whistleblowing Policy and Fraud Risk Management Framework and noted the annual review of Fraud Risk Management Policy.
- Noted result of the Recertification of Thailand's Private Sector Collective Action Coalition Against Corruption of UOB Thailand.
- Noted the report on IT Strategy & Major Projects Update, Significant IT Projects Update, and Credit/Debit Card BIN Attack (Industry-wide Incident) Update.
- Approved the Annual Planned Schedules for the Audit Committee Meetings, performed and reported the annual self-assessment of the AC to the Board
- Reviewed and approved the revision to AC Charter.

The Committee has continuously reviewed and assessed the Bank's key risks, controls, governance and monitoring system through the Bank's Internal Audit and upon the discussions with the External Auditor and Senior Management. From the evaluation of the Bank's Internal Control System, it was concluded that the Bank's Internal Control in the areas of financial reporting and risk management is adequate and reliable, and that reinforces the Bank to continue to improve the overall internal control system.



**Tithiphan Chuerboonchai**

Chairman of the Audit Committee

23 February 2022



## Opinion of the Audit Committee on the Bank's Internal Control System

The Board of Directors has reviewed the Audit Committee report and the opinion on the adequacy of Internal Control System prepared by the Audit Committee during the Board of Directors' Meeting No. 624 held on 4 March 2022. Participants of the meeting included the Audit Committee members comprising the 3 independent directors who are non-executive directors and non-employees of the Bank.

The Audit Committee's opinion on the Internal Control System of the Bank and its subsidiaries was summarised and based on the work performed by IA for the year according to the annual audit plan. IA opined that UOB Thailand Group's system of internal control and risk management system addressing the financial, operational, compliance and information technology are generally adequate and effective. Appropriate remedial actions had been taken or were being taken by Business/Support units to address control lapses noted in the internal audit reports.

The External Auditor of the Bank is EY Office Limited (EY) of which Saranya Pludsri, a Certified Public Accountant (CPA), as Designated External Auditor, has examined and given her opinion that the Bank and its subsidiaries' Financial Statements present fairly, in all material respects, the financial position of United Overseas Bank (Thai) Public Company Limited and its subsidiaries, and of United Overseas Bank (Thai) Public Company Limited as at 31 December 2021, and the results of their operations and cash flows for the year then ended in accordance with generally accepted accounting principles.

The evaluation of the Bank's Internal Control System was divided into five sections as follows:

- Organisation Control and Environment Measures
- Risk Management Measures
- Management Control Activities
- Information and Communication Measures
- Monitoring and Evaluation

The Committee has continuously reviewed and assessed the Bank's key risks, controls, governance and monitoring system through the Bank's Internal Audit and upon the discussions with the External Auditor and Senior Management. From the evaluation of the Bank's Internal Control System, it was concluded that the Bank's Internal Control in the areas of financial reporting and risk management is adequate and effective, and that reinforces the Bank to continue to improve the overall internal control system. AC Chairman coordinated with Board Risk Oversight Committee's (BROC) Chairman to exchange information for oversight both non-financial and financial risk management and internal control matters. The Audit Committee is of the opinion that the Bank has in place an adequate internal control system. The Audit Committee has been regularly notified of the issues arisen and remedial actions taken.



**Tithiphan Chuerboonchai**

Chairman of the Audit Committee

4 March 2022



## Report of the Board Risk Oversight Committee

The Board Risk Oversight Committee (the BROC) was set up to assist the Board of Directors in overseeing the risk management. It comprises of three directors, two of whom are independent directors (including the BROC Chairman) as follows:

- |                            |                                   |
|----------------------------|-----------------------------------|
| 1. Chanitr Charnchainarong | Chairman and Independent Director |
| 2. Chim Tantiyaswasdikul   | Member and Independent Director   |
| 3. Sanchai Apisaksirikul   | Member                            |

In 2021, the Committee held four (4) meetings and performed its duties in accordance to the responsibilities mandated by the Terms of Reference. All meeting results were reported to the Board of Directors, and can be summarised as follows:

- Revisited and provided recommendations on the sufficiency and effectiveness of risk management frameworks and policies, e.g. Credit Policy and Credit Related Policies, Business Continuity Management Policy, Technology Risk Management Framework and Policy, IT Security Management & Cyber Resilience Policy, Market Risk Management Policy, Third Party Non-Outsourcing Risk Management Policy, Other Services Policy, Environmental Risk Management Framework, Risk Culture and Conduct Risk Framework, prior to proposing to the Board of Directors for approval.
- Reviewed, commented and concurred UOB Thailand Recovery Plan and Related Frameworks, prior to proposing to the Board of Directors for approval.
- Reviewed, commented and concurred Risk Self-Assessment 2020 & Risk Tendency 2021 of UOB Thailand and UOB Services Co.,Ltd. prior to proposing to the Board of Directors for approval.
- Reviewed, commented and concurred risk and capital management strategies and frameworks of the Bank (including the Risk Appetite statement and framework, the Internal Capital Adequacy Assessment Process (ICAAP), and ICAAP stress test result prior to proposing to the Board of Directors for approval.
- Reviewed quarterly Risk Management Dashboard and reports of activities of Risk and Capital Committee and provided advice regarding managing any evolving matters in various risk management areas, e.g. NPL% trend in different business segments or customer industries, evolution of credit costs, fraud and cyber security trends.
- Reviewed and challenged risk measurement models implemented by the Bank e.g. Unsecured Basel Model, Non-Retail Model, Mortgage Basel Model, RSME Model. Non-Retail EAD and LGD Model. The Committee also reviewed and approved the adoption of Group Income-Producing Real Estate (IPRE) model to rate UOB Thailand borrowers investing in offshore IPRE projects.
- Reviewed and commented on report on activities to promote a sound Risk Culture in UOB Thailand and plan for year 2022.
- Reviewed and approved Credit Review Plan 2022 and provided advice and recommendations on trends and the major finding in the Quarterly Credit Review Progress Update.
- Reviewed and concurred the revision made to Market Conduct policy, prior to proposing to the Board of Directors for approval and noted Market Conduct and Service Quality Reports.
- Reviewed and approved the revised Personal Data Protection Policy and noted the progress of the implementation of Personal Data Protection Act.
- Approved the appointment of the new Country Head of Risk Management in replacement of the previous Country Head of Risk Management and conducted the 2020 performance evaluation of the Country Head of Risk Management.
- Discussed the updates on Compliance & Regulatory Requirements.
- Discussed the update on TMRW business development, security control on ransomware, and Credit/Debit Card Bank Identification Number (BIN) attack incident.



## Report of the Board Risk Oversight Committee

Concerning with the impact from COVID-19 pandemic, the Committee has closely monitored the Bank's responses and implementation of relevant measures to alleviate the impact to all stakeholders i.e. the BOT Financial Assistance Programs, Debt Moratorium, the Bank's Business Continuity Management Measures, IT Security Measures, Market Conduct, Work from Home (WFH) Strategy, and Workplace Safety Measures. This is to ensure that appropriate actions were put in place in compliance with regulatory requirement and that associated risks were brought in consideration. The Committee also reviewed the assessment and effectiveness of the measures including loan quality, capital adequacy, risk levels, IT system and data governance.

The Committee finds it very important to conduct its business in conformity with good corporate governance. The Committee has responsibly performed its roles and responsibilities as stipulated by the Terms of Reference with integrity, transparency and consistency in the best interests and the long-term stability of the Bank.



**Chanitr Charnchainarong**

Chairman of the Board Risk Oversight Committee

3 March 2022

## Report of the Nomination and Compensation Committee

The Nomination and Compensation Committee (“NCC”) has been appointed by the Board of Directors, and consists of three independent directors as follows:

- |                             |          |
|-----------------------------|----------|
| 1) Suebtrakul Soonthornthum | Chairman |
| 2) Chanitr Charnchainarong  | Member   |
| 3) Tithiphan Chuerboonchai  | Member   |

The NCC held 6 meetings in 2021.

The NCC is responsible for the nomination of, and the remuneration for, the Bank’s Board members and the Bank’s Senior Management. The NCC’s duties include:

- Determining the policy and criteria for the selection of candidates, reviewing suitability of candidates for appointment to the Board, as Chief Executive Officer (“CEO”), and/or to Senior Management positions of Executive Director (ED) level and above, and reviewing any internal promotion to the rank of Executive Director (ED) and above; and
- Setting approaches to remuneration, recommending remuneration for the Board members, and reviewing remuneration for the Senior Management team.

In selecting a member of the Board of Directors, CEO and Senior Management, the factors to be taken into consideration, in addition to all applicable regulatory requirements, include the candidate’s academic qualifications, personal character, technical and leadership competence, employment and career experience, and his or her management philosophy and management vision. A successful candidate must share the Board’s and Management’s philosophy and vision in managing the financial institution in order to ensure that the institution’s goals are met. Furthermore, a candidate must share the same beliefs that will help establish mutual trust and close working relationships with the Board and with the Senior Management team.

The NCC will review a successful candidate for suitability before the Bank proceeds to obtain approval from the Bank of Thailand and from the Board of Directors.

In setting compensation for 2021 as disclosed in this Annual Report, the scale and component of remuneration for the independent directors and non-executive directors are based on the fee structure, roles of each director and relevant policies/practices while the remuneration for the Senior Management are comparable to general practice in the financial industry with regard to work experience and the Bank’s overall performance results and in accordance with the principles and policies which have been approved by the Board and shareholders.

The Bank believes in the remuneration policy and principle of meritocracy – which is to ensure that each employee including that of Senior Management is rewarded and recognised based on his or her level of performance and contribution to the Bank while at the same time promoting long-term success of the Bank by taking into account the risk policies of the Bank.

The Bank does not reward based solely on percentage of income brought in by an employee. The factors used in considering the overall performance evaluation consist of Key Performance Indicators (KPIs) achieved at fifty per cent, and the balance for demonstrating key competencies, having good behavior and upholding of the UOB values.

Remuneration given for KPIs achievement e.g. on income will be clawed-back if evidence of misconduct, mis-selling and other misdeeds surface subsequently.

The Bank also revised the Total Compensation Model especially on Variable Pay by introducing the deferral approach. The Deferred Cash or Shares will vest in accordance with the vesting schedule. The vesting of the Deferred Shares will be subjected to performance conditions.

For Control Functions, their respective remuneration are determined based on overall performance of the Bank, the achievement of operational KPIs for such Control Functions, competency and the performance of an individual employee, and competitiveness of the total compensation against the market.



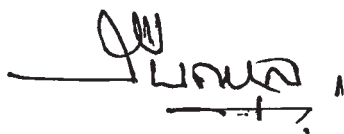
## Report of the Nomination and Compensation Committee

The NCC will review performance rating of all Senior Management including the Senior Management in the relevant Control Functions, and the Human Resources (HR) Function will ensure that remuneration of all Control Functions' employees are properly benchmarked and their pay levels are fair.

The combination of independent reporting lines of Control Functions into the Board e.g. Compliance to the Board of Directors and President and CEO, Internal Audit to the Audit Committee, Risk Management to Board Risk Oversight Committee and President and CEO, the segregation of duties for Control Functions, and a compensation structure that prevents conflicts of interest provide necessary checks and balance against compromising the independence and integrity of the Control Functions.

The NCC will, based on the Bank's financial performance, market and industry reward trends, as well as, on GDP and inflation rate projections, propose annual increment and variable pay for employees to the Board of Directors for consideration and approval in the first quarter of each year.

The NCC also takes part in setting out annual performance assessment criteria for overall Board of Directors and each individual director to assess the Board of Directors' performance and efficiency by taking into account their roles and responsibilities as well as Corporate Governance Principles. The assessment was conducted in form of self-assessment and cross assessment. The result was then summarised and reported to the NCC and the Board of Directors for notation.



**Suebtrakul Soonthornthum**

Chairman, Nomination & Compensation Committee  
3 February 2022

## Corporate Governance

United Overseas Bank (Thai) Public Company Limited (the Bank or UOB Thailand), is committed to maintaining good standards of corporate governance. The Bank believes that good corporate governance is fundamental to sustaining business growth and safeguarding the interests of all stakeholders, including shareholders, employees, business partners, customers, depositors, entities with supervisory authorities, and auditors. The Bank adheres to the principles prescribed by the relevant supervisory authorities, and has also established a Code of Conduct which sets out good practices that all directors and employees should observe to uphold the Bank's values of Honourable, Enterprising, United, and Committed.

The Board of Directors of the Bank (the Board) also considers sustainability in its reviews of long-term business and organisational goals, and provides the strategic direction for the Bank's sustainability practices.

The Board has delegated certain responsibilities to several board committees. The Bank has in place a comprehensive system of internal controls to safeguard its business and the interests of its stakeholders.

### Control Systems, Risk Management, Compliance, and Internal Audit

The Board and Management recognise the importance of robust internal controls and effective risk management, compliance, and internal audit functions. The Bank has set up various management committees to assist the President and Chief Executive Officer in overseeing the day to day operations of the Bank. All business and support units within the Bank are expected to comply with the guidelines on internal controls and ethics. Internal control activities form an integral part of the Bank's operational processes. To this end, the Bank has established appropriate dual controls, with segregation of the operational functions and the control and monitoring functions, to ensure that there are appropriate checks and balances.

Risk Management is an independent function that reports to the Board Risk Oversight Committee (BROC) and the Board. It is responsible for putting in place strategies, frameworks, policies, and processes for identifying, measuring, controlling, managing and reporting risks of the UOB Thailand Group. It works with business and support units and the relevant management committees and dedicated task forces to develop and to implement appropriate risk management strategies, frameworks, policies and processes. More information on the Bank's risk management approach can be found in the "Risk Management" section of this Annual Report and the Pillar III disclosure on the Bank's website.

Compliance is an independent function which manages compliance risks and reports directly to the Board. It is responsible for

communicating, educating, and advising all units in the Bank on applicable regulatory developments and their impact on business practices, and conducting compliance reviews and assessments to ensure that the Bank conducts its business in compliance with all applicable laws, regulations, and measures against money laundering, terrorist-financing, and financial crime, and administering training on measures against bribery, money laundering, and terrorist-financing.

Internal Audit (IA) is an independent unit that reports directly to the Audit Committee (AC) and the Board. The IA team comprises qualified staff and is responsible for assessing the adequacy and effectiveness of the Bank's system of internal controls, risk management, and governance processes. The operations of IA are assessed internally annually and by an external assessor at least once every five years. Based on the results of the latest external assessment conducted by KPMG in 2019, the Bank's IA function was generally in conformance with the IIA Standards promulgated by the Institute of Internal Auditors (IIA).

### Directors' Reporting

The Board is responsible for the completeness, accuracy, and disclosure of the consolidated financial statements of the Bank and its subsidiary and for the financial information presented in this Annual Report. The financial statements have been prepared in accordance with the Thai Financial Reporting Standards enunciated under the Accounting Professions Act B.E. 2547 (A.D. 2004), and in compliance with governing policies, careful judgment and best estimates. Important information has been adequately disclosed in the notes to the financial statements. The independent certified public accountants, having audited the consolidated financial statements of the Bank and its subsidiary, have issued an unqualified audit opinion of the financial statements, and are of the opinion that the consolidated financial statements give a true and fair view of the UOB Thailand Group's financial status and performance.

The Board has maintained oversight to ensure that the system of internal controls, compliance, and internal audit is adequate and effective and that accounting records are accurate, complete and adequate, to safeguard the Bank's assets and long-term interests of our shareholders, customers, and other stakeholders. The Board has opined that the Company's system of risk management and internal controls (including financial, operational, compliance, and information technology controls) was adequate and effective as at 31 December 2021. The Board notes that no system of risk management and internal controls can provide absolute assurance against material error, loss, or fraud, and that the Bank's system of risk management and internal controls provides reasonable but not absolute assurance that the Company will not be affected by any adverse event which may be reasonably foreseen.



# Corporate Governance

## Board of Directors

The Board comprises nine members with directorship qualifications for financial institutions as required by law and the relevant regulations. As a whole, the Board comprises members with a range of knowledge and skills which are commensurate with the Bank's size, complexity, business, risks, strategies and long-term operation. At least one director possesses IT knowledge and experience.

At least half of them reside in Thailand, in compliance with the Public Limited Companies Act B.E. 2535 (A.D. 1992). The Board meets at least four times a year. The quorum for a meeting is not less than half of the total number of directors, meeting either in person or via electronic media.

The Board's main roles, duties, and responsibilities are in compliance with law and regulatory requirements, the Bank's Memorandum and Articles of Association, and the resolutions of the shareholders. The Board may also appoint one or several directors or any other persons to perform any functions or acts on its behalf. The Board's main responsibilities are:

- a) formulating strategies and policies, including:
  - i) defining strategic directions and targets, as well as approving the key strategies of the Bank;
  - ii) approving the policies that are significant for the Bank's operation;
  - iii) determining or approving risk governance framework and overseeing the Bank's risk management systems and procedures, including inculcating and reinforcing of the risk culture; and
  - iv) determining or approving policies promoting good corporate governance;
- b) ensuring effective controls, oversight, and audit (Three Lines of Defense); and
- c) monitoring the Bank's performance.

The Board members are:

Wee Cho Yaw	Chairman
Wee Ee Cheong	Deputy Chairman
Sueptrakul Soonthornthum	Independent Director
Chanitr Charnchainarong	Independent Director
Tithiphan Chuerboonchai	Independent Director
Chim Tantiyaswasdikul	Independent Director
Chan Kok Seong	Director
Tan Choon Hin	Director
Sanchai Apisaksirikul	Director

## Executive Committee

The Executive Committee (the EXCO) is established by the Board. Its main responsibilities include:

- a) reviewing and approving business policies and strategies as well as other policy matters in line with local practices, regulations, and legislation;
- b) monitoring the progress of the Bank's business plan;
- c) reviewing and approving lending programmes, the loan/ lending governance framework and any other changes in credit parameter section that may have an impact on the business and reputation of the Bank, as may be delegated by the Board;
- d) approving Maximum Credit Discretionary Limit (CDL) Structures (approval limits) for authorised individuals and/ or management committees) for the approval of credit facilities and debt restructuring cases;
- e) approving credit applications, debt restructuring cases, and /or any resolutions on non-performing loans which fall above the CDLs designated to individuals and / or management committees;
- f) acting on urgent and important business matters requiring immediate decision, which would normally require the attention and decision of the Board; and
- g) approving other businesses which may be delegated by the Board from time to time.

The EXCO members are:

Tan Choon Hin	Chairman
Wee Ee Cheong	Alternate Chairman I
Chan Kok Seong	Alternate Chairman II
Sanchai Apisaksirikul	Member

## Audit Committee

The AC consists of three independent directors who have the adequate knowledge and experience to effectively review the reliability of financial statements. Its main responsibilities include:

- a) reviewing the appropriateness and efficiency of the internal control systems;
- b) providing oversight of the quality of the financial reports;
- c) reviewing the adequacy and effectiveness of the internal audit function;

- d) considering and advising the Board on the selection, nomination, appointment and remuneration of the external auditors;
- e) reviewing the disclosure of related party transactions or transactions where conflict of interest may occur; and
- f) coordinating with the BROC on the oversight of non-financial and financial risk management and internal control matters.

The AC members are:

Tithiphan Chuerboonchai	Chairman
Suebtrakul Soonthornthum	Member
Chim Tantiyaswasdikul	Member

All the Committee members are non-executive directors and non-employees of the Bank.

### Nomination and Compensation Committee

The Nomination and Compensation Committee (the NCC) consists of three independent directors. The NCC is responsible for nomination of, and remuneration for, the Board members and senior management. Its main responsibilities include:

- a) reviewing and proposing to the Board the selection and nomination of qualified candidates for Directors, CEO, members of the Board Committees and senior management from Executive Directors (ED) level and above, including any internal promotions to the rank of ED and above; and
- b) setting the approach to remuneration, recommending the remuneration for Board members and reviewing the level and structure of remuneration for the senior management team.

The NCC members are:

Suebtrakul Soonthornthum	Chairman
Chanitr Charnchainarong	Member
Tithiphan Chuerboonchai	Member

### Board Risk Oversight Committee

The BROC was set up to assist the Board in overseeing the management of risk arising from the business of the Bank. It comprises three directors, two of whom are independent directors (including the BROC Chairman). Its main responsibilities include:

- a) providing recommendations to the Board on matters relating to the risk governance of the Bank;
- b) overseeing compliance with risk management policies, strategies, and risk appetite of the bank;
- c) overseeing capital management and liquidity management strategies in accordance with the risk appetite;
- d) reviewing the adequacy and effectiveness of the risk management policies and overall risk management strategies, including risk appetite, at least annually or more frequently when there are material changes; and
- e) reporting to the Board on the management, control and monitoring of risk, and assessment of the effectiveness of risk management and risk culture.

The BROC members are:

Chanitr Charnchainarong	Chairman
Chim Tantiyaswasdikul	Member
Sanchai Apisaksirikul	Member





## Corporate Governance

### The Attendance of the Directors in 2021

(1 January 2021 - 31 December 2021)

Number of Meetings Attended / Total Number of Meetings Held							
Directors	The Meeting of the Board of Directors	The Meeting of the Board of Directors (Special) <sup>1</sup>	The Meeting of the Audit Committee	The Meeting of the Nomination and Compensation Committee	The Meeting of the Board Risk Oversight Committee	The Meeting of Non-executive Directors	Annual General Meeting of the Shareholders
Non-executive Director							
1. Wee Cho Yaw	1/4	0/2				0/4	0/1
Non-executive Director							
2. Suebtrakul Soonthornthum	4/4	2/2	4/4	6/6		4/4	0/1
3. Chanitr Charnchainarong	4/4	2/2		6/6	4/4	4/4	0/1
4. Tithiphan Chuerboonchai	4/4	2/2	4/4	6/6		4/4	0/1
5. Chim Tantiyaswasdikul	4/4	2/2	4/4		4/4	4/4	0/1
Executive Directors							
6. Wee Ee Cheong	4/4	2/2					0/1
7. Chan Kok Seong	4/4	2/2					0/1
8. Tan Choon Hin	4/4	2/2					1/1
9. Sanchai Apisaksirikul	4/4	2/2			4/4		1/1

Note:

<sup>1</sup> Special Board meeting refers to a Board meeting that was not included in the original Board meeting calendar that was set in advance for the entire year.

## Company Information

### Auditors

Ms. Somjai Khunapasut	: Certified Public Accountant (Thailand) No. 4499 and/or
Ms. Ratana Jala	: Certified Public Accountant (Thailand) No. 3734 and/or
Ms. Rachada Yongsawadvanich	: Certified Public Accountant (Thailand) No. 4951 and/or
Ms. Saranya Pludsri	: Certified Public Accountant (Thailand) No. 6768

EY Office Limited  
33<sup>rd</sup> Floor, Lake Rajada Office Complex  
193/136-137 Rajadapisek Road  
Klongtoey, Bangkok 10110  
G.P.O. Box 1047, Bangkok 10501, Thailand  
Tel : 0 2264 9090  
Fax : 0 2264 0789-90  
Website : [www.ey.com](http://www.ey.com)



## Company Information

### Subsidiaries Companies of UOB Thailand

<b>UOB Services Asset Management Company Limited (Ordinary Named as “UOB Services Company Limited”)</b>	
Business	Collection services
Location	559, 13 <sup>th</sup> -14 <sup>th</sup> Floor, Phetkasem Road, Bangwa, Pasijaroen, Bangkok 10160
Telephone	0 2093 5649
Facsimile	0 2093 5525-7
Paid-up capital	Baht 60,000,000 (registered capital Baht 100,000,000 ) (10,000,000 ordinary shares)
UOB Thailand's holding	99.99%

### Details of Directors as at 31 December 2021

Name	Period	Work Experience
1. Wee Cho Yaw	<ul style="list-style-type: none"> <li>Jul 2004 - Present</li> <li>Feb 1971 - Present</li> <li>Feb 1986 - Present</li> <li>Oct 2007 - Present</li> <li>Jun 1981 - Present</li> <li>Aug 1950 - Present</li> <li>Jul 1967 - Present</li> <li>Apr 1973 - Present</li> <li>May 1973 - Present</li> <li>Oct 1975 - Present</li> <li>Jun 1992 - Present</li> <li>Nov 1979 - Present</li> <li>Nov 1989 - Present</li> <li>Nov 1989 - Present</li> <li>Jun 1990 - Present</li> <li>Mar 2012 - Present</li> <li>Apr 2016 - Present</li> <li>Mar 1987 - Present</li> <li>Jul 2009 - Present</li> <li>Jun 2010 - Present</li> <li>Feb 2009 - Present</li> <li>Nov 2014 - Present</li> <li>Feb 2016 - Present</li> <li>Apr 2019 - Present</li> <li>Apr 2018 - Present</li> <li>Dec 2005 - Oct 2019</li> <li>Apr 2013 - Apr 2019</li> <li>Apr 2013 - Apr 2018</li> <li>1974 - Apr 2013</li> </ul>	<ul style="list-style-type: none"> <li>Chairman of the Board of Directors (Authorised Signatory), UOB Thailand</li> <li>Chairman, United Overseas Insurance Ltd.</li> <li>Chairman, UOB Australia Ltd.</li> <li>Supervisor, United Overseas Bank (China) Ltd.</li> <li>Chairman, C.Y.We &amp; Company (Pte) Ltd.</li> <li>Chairman, Kheng Leong Company (Pte) Ltd.</li> <li>Chairman, Wee Investments (Pte) Ltd.</li> <li>Chairman, UOL Group Ltd.</li> <li>Chairman, Pan Pacific Hotels Group Limited</li> <li>Chairman, Haw Par Corporation Ltd.</li> <li>Chairman, Singapore Land Group Ltd.</li> <li>Chairman, Marina Centre Holdings (Pte) Ltd.</li> <li>Chairman, Aquamarina Hotel (Pte) Ltd.</li> <li>Chairman, Hotel Marina City (Pte) Ltd.</li> <li>Chairman, Marina Bay Hotel (Pte) Ltd.</li> <li>Chairman, Wee Property (UK) (Pte) Ltd.</li> <li>Honorary Chairman &amp; Trustee, Kim Mui Hoey Kuan</li> <li>Honorary President, Singapore Chinese Chamber of Commerce &amp; Industry</li> <li>Honorary President, Singapore Federation of Chinese Clan Associations</li> <li>Honorary President, Singapore Hokkien Huay Kuan</li> <li>Chairman, Wee Foundation</li> <li>Chairman, Chung Cheng High School Ltd.</li> <li>Chairman, Mee Toh Foundation</li> <li>Chairman Emeritus &amp; Honorary Adviser United Overseas Bank (Malaysia) Bhd</li> <li>Chairman Emeritus &amp; Honorary Adviser, United Overseas Bank Limited, Singapore</li> <li>President Commissioner, PT Bank UOB Indonesia</li> <li>Chairman Emeritus &amp; Adviser, United Overseas Bank (Malaysia) Bhd</li> <li>Chairman Emeritus &amp; Adviser, United Overseas Bank Limited, Singapore</li> <li>Chairman, United Overseas Bank Limited, Singapore</li> </ul>

Name	Period	Work Experience
2. Wee Ee Cheong	Jul 2004 - Present	<ul style="list-style-type: none"> <li>Deputy Chairman of the Board of Directors (Authorised Signatory), UOB Thailand</li> </ul>
	Jun 2021 - Present	<ul style="list-style-type: none"> <li>Director, ASEAN Banker Association</li> </ul>
	May 2007 - Present	<ul style="list-style-type: none"> <li>Deputy Chairman and CEO, United Overseas Bank Ltd., Singapore</li> </ul>
	Oct 2019 - Present	<ul style="list-style-type: none"> <li>President Commissioner, PT Bank UOB Indonesia</li> </ul>
	1990 - Present	<ul style="list-style-type: none"> <li>Director, United Overseas Bank Ltd., Singapore</li> </ul>
	2007 - Present	<ul style="list-style-type: none"> <li>Chairman, United Overseas Bank (China) Ltd.</li> </ul>
	1994 - Present	<ul style="list-style-type: none"> <li>Director, United Overseas Bank (Malaysia) Bhd.</li> </ul>
	1991 - Present	<ul style="list-style-type: none"> <li>Director, United Overseas Insurance Ltd.</li> </ul>
	1998 - Present	<ul style="list-style-type: none"> <li>Chairman, UOB Global Capital LLC</li> </ul>
	2002 - Present	<ul style="list-style-type: none"> <li>Chairman, UOB Global Capital (Pte) Ltd</li> </ul>
	1990 - Present	<ul style="list-style-type: none"> <li>Director, UOB Travel Planners (Pte) Ltd.</li> </ul>
	1987 - Present	<ul style="list-style-type: none"> <li>Director, C Y Wee &amp; Company (Pte) Ltd.</li> </ul>
	1981 - Present	<ul style="list-style-type: none"> <li>Director, E C Wee (Pte) Ltd.</li> </ul>
	1985 - Present	<ul style="list-style-type: none"> <li>Director, Kheng Leong Co (HK) Ltd.</li> </ul>
	1978 - Present	<ul style="list-style-type: none"> <li>Director, Kheng Leong Company (Pte) Ltd.</li> </ul>
	2010 - Present	<ul style="list-style-type: none"> <li>Director, KLC Holdings Ltd.</li> </ul>
	2011 - Present	<ul style="list-style-type: none"> <li>Director, KLC Holdings (Hong Kong) Ltd.</li> </ul>
	1999 - Present	<ul style="list-style-type: none"> <li>Director, Phoebus Singapore Holdings (Pte) Ltd.</li> </ul>
	1996 - Present	<ul style="list-style-type: none"> <li>Director, Portfolio Nominees Ltd.</li> </ul>
	1976 - Present	<ul style="list-style-type: none"> <li>Director, Wee Investments (Pte) Ltd.</li> </ul>
	1994 - Present	<ul style="list-style-type: none"> <li>Director, Pilkon Development Co., Ltd.</li> </ul>
	1995 - Present	<ul style="list-style-type: none"> <li>Director, Plaza Hotel Co., Ltd.</li> </ul>
	2012 - Present	<ul style="list-style-type: none"> <li>Director, Wee Property (UK) (Pte) Ltd.</li> </ul>
	2004 - Present	<ul style="list-style-type: none"> <li>Member, Board of Governors, Singapore-China Foundation</li> </ul>
	1997 - Present	<ul style="list-style-type: none"> <li>Honorary Council Member, Singapore Chinese Chamber of Commerce &amp; Industry</li> </ul>
	Apr 2021 - Present	<ul style="list-style-type: none"> <li>Chairman, The Association of Banks in Singapore</li> </ul>
	Apr 2021 - Present	<ul style="list-style-type: none"> <li>Vice Chairman, The Institute of Banking &amp; Finance</li> </ul>
	2008 - Present	<ul style="list-style-type: none"> <li>Director, Wee Foundation</li> </ul>
	2003 - Oct 2019	<ul style="list-style-type: none"> <li>Director, Wee Venture (Overseas) Ltd.</li> </ul>
	1994 - Jun 2019	<ul style="list-style-type: none"> <li>Director, K.I.P. Industrial Holdings Ltd.</li> </ul>
	2007 - Oct 2019	<ul style="list-style-type: none"> <li>Deputy President Commissioner, PT Bank UOB Indonesia</li> </ul>
	2000 - 2007	<ul style="list-style-type: none"> <li>Deputy Chairman and President, United Overseas Bank Ltd., Singapore</li> </ul>
	2016 - 2018	<ul style="list-style-type: none"> <li>Alternate Director, Far Eastern Bank</li> </ul>
	1988 - 2013	<ul style="list-style-type: none"> <li>Director, United International Securities</li> </ul>
	1990 - 2018	<ul style="list-style-type: none"> <li>Director, UOB Australia</li> </ul>
	1995 - 2021	<ul style="list-style-type: none"> <li>Director, Walden AB Ayala Ventures Co Inc.</li> </ul>
3. Suebtrakul Soonthornthum	Jan 2020 - Present	<ul style="list-style-type: none"> <li>Vice Chairman Board of Directors, Loxley PCL</li> </ul>
	Aug 2016 - Present	<ul style="list-style-type: none"> <li>Chairman of the Nomination and Compensation Committee, UOB Thailand</li> </ul>
	Aug 2004 - Present	<ul style="list-style-type: none"> <li>Independent Director and Member of the Audit Committee, UOB Thailand</li> </ul>
	1997 - Present	<ul style="list-style-type: none"> <li>Director, Loxley Trading Co., Ltd.</li> </ul>
	1989 - Present	<ul style="list-style-type: none"> <li>Director, Loxley Property Development Co., Ltd.</li> </ul>
	1991 - Present	<ul style="list-style-type: none"> <li>Chairman, Foseco (Thailand) Co., Ltd.</li> </ul>
	1987 - Present	<ul style="list-style-type: none"> <li>Director, NS BlueScope (Thailand) Co., Ltd</li> </ul>
	1987 - Present	<ul style="list-style-type: none"> <li>Director, NS BlueScope Services (Thailand) Co., Ltd.</li> </ul>
	1987 - Present	<ul style="list-style-type: none"> <li>Director, NS BlueScope Lysaght (Thailand) Co., Ltd.</li> </ul>
	1999 - Present	<ul style="list-style-type: none"> <li>Director, BP - Castrol (Thailand) Co., Ltd.</li> </ul>
	1990 - Present	<ul style="list-style-type: none"> <li>Director, Ekpavee Co., Ltd.</li> </ul>



## Company Information

Name	Period	Work Experience
	1972 - Present	• Director, Zin Suapah Co., Ltd.
	1990 - Present	• Director, Loxley Joint and Hold Co., Ltd.
	2013 - Present	• Director, BlueScope Building (Thailand) Co., Ltd.
	1987 - Present	• Independent Director, Muang Thai Life Assurance PCL
	2000 - Present	• Chairman, Muang Thai Real Estate PCL
	1996 - Present	• Independent Director, Vanachai Group PCL
	2016 - Present	• Independent Director, Phatra Leasing PCL
	Jan 2017 - Dec 2019	• Vice Chairman and Vice Chairman of the Executive Board, Loxley PCL
	Aug 2012 - Aug 2016	• Member of the Nomination and Compensation Committee, UOB Thailand
	1992 - 2016	• Director and Senior Executive Vice President, Loxley PCL
4. Chanitr Charnchainarong	Sep 2020 - Present	• Independent Director, Asia Plus Group Holdings PCL
	Sep 2021 - Present	• Director, Synphaet Co., Ltd.
	Mar 2020 - Present	• Director, The Electronic Transactions Development Agency (ETDA), Ministry of Digital Economy and Society
	Aug 2019 - Present	• Independent Director and Audit Committee, Global Connection PCL
	Aug 2018 - Present	• Chairman of the Board Risk Oversight Committee and Member of the Nomination and Compensation Committee, UOB Thailand
	May 2018 - Present	• Chairman, NorthEast Rubber PCL
	May 2017 - Present	• Non-executive Director, The Ton Poh Fund (Cayman Islands)
	2016 - Present	• Senior Executive Vice President, Harg Central Department Store Ltd.
	Nov 2015 - Present	• Independent Director and Audit Committee, GMM Grammy PCL
	May 2015 - Present	• Independent Director, UOB Thailand
	May 2015 - Jul 2018	• Chairman of the Audit Committee, UOB Thailand
	Oct 2015 - Dec 2018	• Chairman, Comanche International PCL
	Sep 2020 - Jul 2021	• Independent Director, Asia Plus Securities Co., Ltd.
	2016 - Apr 2021	• Independent Director, Strategic Property Investors Co., Ltd.
5. Tithiphan Chuerboonchai	Jun 2020 - Present	• Member of Senior Expert Committee, Chulalongkorn University Council
	Sep 2018 - Present	• Independent Director, Risk Management Committee and Corporate Governance Committee, Asset World Corp PCL
	Aug 2018 - Present	• Chairman of the Audit Committee and Member of the Nomination and Compensation Committee, UOB Thailand
	Apr 2017 - Present	• Independent Director, Chairman of Audit Committee, Member of Risk Management Committee, Member of Corporate Governance Committee, Frasers Property (Thailand) PCL
	Nov 2016 - Present	• Independent Director, UOB Thailand
	2016 - Present	• Independent Director, Chairman of the Corporate Governance Committee and Member of the Audit Committee, Univentures PCL
	2010 - Mar 2019	• Director, C & C International Venture Co., Ltd.
	2009 - Apr 2019	• Independent Director and Member of the Audit Committee, TSFC Securities PCL
	1995 - Sep 2018	• Director of the Law and Development Research Center of the Faculty of Law, Chulalongkorn University
	2010 - 2013	• Independent Director and Member of Audit Committee, Siam City Bank PCL
	1978 - 2013	• Lecturer in the Faculty of Law, Chulalongkorn University

Name	Period	Work Experience
6. Chim Tantiyaswasdikul	Oct 2019 - Present Aug 2018 - Present  2017 - Present  2014 - Present 2019 - 2019 2015 - 2019  2015 - 2017  2014 - 2018  2014 - 2017  2013 - 2018  2015 - 2017	<ul style="list-style-type: none"> <li>• Member, Digital Council of Thailand</li> <li>• Independent Director, Member of the Audit Committee and Member of the Board Risk Oversight Committee, UOB Thailand</li> <li>• Advisor, National Broadcasting and Telecommunications Commission (NBTC)</li> <li>• Risk Management Committee Member, National ITMX Co., Ltd</li> <li>• Chairman/Independent Director, Comanche International PCL</li> <li>• Independent Director and Chairman of the Audit Committee, Comanche International PCL</li> <li>• Member, Technology Information Sub-Committee, Office of Insurance Commission (OIC)</li> <li>• Member, Data Center Sub-Committee, National Broadcasting and Telecommunications Commission (NBTC)</li> <li>• Member, Technology Information Sub-Committee, Ministry of Digital Economy and Society</li> <li>• Member, Sub-Committee for Driving Digital Organization Strategies, Sub-Committee for Overseeing Technology Information System Development, Deposit Protection Agency (DPA)</li> <li>• Chairman / Independent Director, Bangkok Commercial Asset Management PCL</li> </ul>
7. Chan Kok Seong	Oct 2019 - Present Apr 2019 - Present Oct 2018 - Present Mar 2018 - Present Sep 2012 - Present	<ul style="list-style-type: none"> <li>• Commissioner, PT Bank UOB Indonesia</li> <li>• Director (Authorised Signatory), UOB Thailand</li> <li>• Director, Avatec.ai (S) Pte Ltd</li> <li>• Member of Members' Council, United Overseas Bank (Vietnam) Ltd.</li> <li>• Group Chief Risk Officer, United Overseas Bank Ltd., Singapore</li> </ul>
8. Tan Choon Hin	Sep 2021 - Present Mar 2021 - Present Dec 2018 - Present Jan 2018 - Present Oct 2017 - Present Nov 2016 - Present Feb 2020 - Aug 2021 Apr 2018 - Sep 2020 2016 - Oct 2016 2012 - 2016	<ul style="list-style-type: none"> <li>• First Vice Chairperson, The Association of International Banks (AIB)</li> <li>• Director, Avatec.AI Vietnam Limited Liability Company</li> <li>• Director, United Private Equity Investments (Cayman) Ltd.</li> <li>• Director, UOB Venture Management (Shanghai) Ltd.</li> <li>• Director, The Association of International Banks (AIB)</li> <li>• Director (Authorised Signatory) and President &amp; CEO, UOB Thailand</li> <li>• Second Vice Chairperson, The Association of International Banks (AIB)</li> <li>• Director, United Asia Diversifier Program</li> <li>• Head of Group Business Banking, United Overseas Bank Ltd., Singapore</li> <li>• Head of Group Retail Credit, United Overseas Bank Ltd., Singapore</li> </ul>
9. Sanchai Apisaksirikul	Aug 2018 - Present Mar 2017 - Present May 2015 - Present Apr 2015 - Present Mar 2012 - Present 2007 - Mar 2015	<ul style="list-style-type: none"> <li>• Member of the Board Risk Oversight Committee, UOB Thailand</li> <li>• Director, Asia Alpha Fund</li> <li>• Director, UOB Asset Management (Thailand) Co., Ltd.</li> <li>• Managing Director, UOB Thailand</li> <li>• Director (Authorised Signatory), UOB Thailand</li> <li>• Executive Director, UOB Thailand</li> </ul>



## Company Information

### Directors' Remuneration

as of 31 December 2021

				Baht
	Board of Directors	Audit Committee	Nomination & Compensation Committee	Board Risk Oversight Committee
1. Dr. Wee Cho Yaw	1,920,000	-	-	-
2. Mr. Suebtrakul Soonthornthum	1,008,000	600,000	684,000	-
3. Mr. Chanitr Charnchainarong	1,008,000	-	480,000	960,000
4. Mr. Tithiphan Chuerboonchai	1,008,000	960,000	480,000	-
5. Dr. Chim Tantiyaswasdikul	1,008,000	600,000	-	600,000
Total	5,952,000	2,160,000	1,644,000	1,560,000

### Senior Management's Remuneration

In Y2021, the Bank and its subsidiaries paid remuneration including salary, bonus, and other benefits to senior management of the Bank and its subsidiaries at the amount of Baht 674,877,455 (Y2020 paid Baht 682,179,760).

### Directorships of Directors and Senior Management as at year-end 2021

#### Directors

##### 1. Wee Cho Yaw

Company	Position
<b>UOB Business Group</b>	
1. United Overseas Insurance Ltd.	Chairman
2. UOB Australia Ltd.	Chairman
3. United Overseas Bank (China) Ltd.	Supervisor
<b>Wee Family Business Group</b>	
1. C.Y.We & Company (Pte) Ltd.	Chairman
2. Kheng Leong Company (Pte) Ltd.	Chairman
3. Wee Investments (Pte) Ltd.	Chairman
4. UOL Group Ltd.	Chairman
5. Pan Pacific Hotels Group Ltd.	Chairman
6. Haw Par Corporation Ltd.	Chairman
7. Singapore Land Group Ltd.	Chairman
8. Marina Centre Holdings (Pte) Ltd.	Chairman
9. Aquamarina Hotel (Pte) Ltd.	Chairman
10. Hotel Marina City (Pte) Ltd.	Chairman
11. Marina Bay Hotel (Pte) Ltd.	Chairman



Company	Position
12. Wee Property (UK) (Pte) Ltd.	Chairman
<b>Non-Profit/Community Service Business Group</b>	
1. Kim Mui Hoey Kuan	Honorary Chairman & Trustee
2. Singapore Chinese Chamber of Commerce & Industry	Honorary President
3. Singapore Federation of Chinese Clan Associations	Honorary President
4. Singapore Hokkien Huay Kuan	Honorary President
5. Wee Foundation	Chairman
6. Chung Cheng High School Ltd.	Chairman
7. Mee Toh Foundation Ltd.	Chairman
<b>2. Wee Ee Cheong</b>	
Company	Position
<b>UOB Business Group</b>	
1. PT Bank UOB Indonesia	President Commissioner
2. United Overseas Bank Ltd.	Director
3. United Overseas Bank (China) Ltd.	Chairman
4. United Overseas Bank (Malaysia) Bhd.	Director
5. United Overseas Insurance Ltd.	Director
6. UOB Global Capital LLC	Chairman
7. UOB Global Capital (Pte) Ltd.	Chairman
8. UOB Travel Planners (Pte) Ltd.	Director
9. Walden AB Ayala Ventures Co Inc.	Director
<b>Wee Family Business Group</b>	
1. C Y Wee & Company (Pte) Ltd.	Director
2. E C Wee (Pte) Ltd.	Director
3. Kheng Leong Co (HK) Ltd.	Director
4. Kheng Leong Company (Pte) Ltd.	Director
5. KLC Holdings Ltd.	Director
6. KLC Holdings (Hong Kong) Ltd.	Director
7. Phoebus Singapore Holdings (Pte) Ltd.	Director
8. Portfolio Nominees Ltd.	Director
9. Wee Investments (Pte) Ltd.	Director
10. Pilkon Development Co., Ltd.	Director
11. Plaza Hotel Co., Ltd.	Director
12. Wee Property (UK) (Pte) Ltd.	Director
<b>Non-Profit/Community Service/Relationship (Networking ) Business Group</b>	
1. ASEAN Bankers Association	Director
2. Singapore-China Foundation	Member, Board of Governors
3. Singapore Chinese Chamber of Commerce & Industry	Honorary Council Member
4. The Association of Banks in Singapore	Chairman
5. The Institute of Banking & Finance	Vice Chairman
6. Wee Foundation	Director



## Company Information

### 3. Suebtrakul Soonthornthum

Company	Position
<b>Loxley Business Group</b>	
1. Loxley Public Co., Ltd.	Vice Chairman
2. Loxley Trading Co., Ltd.	Director
3. Loxley Property Development Co., Ltd.	Director
4. Foseco (Thailand) Co., Ltd.	Chairman
5. NS BlueScope (Thailand) Co., Ltd.	Director
6. NS BlueScope Services (Thailand) Co., Ltd.	Director
7. NS BlueScope Lysaght (Thailand) Co., Ltd.	Director
8. BP - Castrol (Thailand) Co., Ltd.	Director
9. Ekpavee Co., Ltd.	Director
10. Zin Suapah Co., Ltd.	Director
11. Loxley Joint and Hold Co., Ltd.	Director
12. BlueScope Building (Thailand) Co., Ltd.	Director
<b>Muang Thai Life Assurance Public Co., Ltd. Group</b>	
1. Muang Thai Life Assurance Public Co., Ltd.	Independent Director
2. Muang Thai Real Estate Public Co., Ltd.	Chairman
<b>Other Business Groups</b>	
1. Vanachai Group Public Co., Ltd.	Independent Director
2. Phatra Leasing Public Co., Ltd.	Independent Director

### 4. Chanitr Charnchainarong

Company	Position
1. GMM Grammy Public Co., Ltd.	Independent Director
2. The Ton Poh Fund	Non- executive Director
3. Nort East Rubber Public Co., Ltd.	Chairman
4. Global Connection Public Co., Ltd.	Independent Director
5. Asia Plus Group Holdings Public Co., Ltd.	Independent Director
6. Synphaet Co., Ltd.	Director

### 5. Chim Tantiyaswasdikul - None

### 6. Tithiphan Chuerboonchai

Company	Position
1. Univentures Public Co., Ltd.	Independent Director
2. Frasers Property (Thailand) Public Co., Ltd.	Independent Director
3. Asset World Corp Public Co., Ltd.	Independent Director

## 7. Chan Kok Seong

Company	Position
<b>UOB Business Group</b>	
1. United Overseas Bank (Vietnam) Ltd.	Member of Members' Council
2. Avatec.ai (S) Pte Ltd.	Director
3. PT Bank UOB Indonesia	Commissioner

## 8. Tan Choon Hin

Company	Position
<b>UOB Business Group</b>	
1. UOB Venture Management (Shanghai) Ltd.	Director
2. United Private Equity Investments (Cayman) Ltd.	Director
3. Avatec.AI Vietnam Limited Liability Company	Director
<b>Other Business Group</b>	
The Association of International Banks (AIB)	First Vice Chairperson

## 9. Sanchai Apisaksirikul

Company	Position
<b>UOB Business Group</b>	
1. UOB Asset Management (Thailand) Co., Ltd.	Director
2. Asia Alpha Fund	Director

## Senior Management Team as at 31 December 2021

Name	Company	Position
1. Ngeo Swee Guan Steven	-	-
2. Yuttachai Teyarachakul	AXA Insurance Public Co., Ltd.	Director
3. Cheah Shu Kheem	-	-
4. Roongthip Angkasirisan	-	-
5. Tearavath Trirutdilokkul	-	-
6. Chintana Kittiviboolmas	-	-
7. Kesthip Tiemwech	-	-
8. Manit Panichakul	The Government Internal Audit Supervision Director and Development Board	Director
	The Thammasart University (TU) Educational Promotion Foundation	Director
	The "Dome Friends" Foundation	Director
9. Nag Srimannarayan Addepalli	-	-
10. Piyaporn Ratanaprasartporn	-	-
11. Sasiwimol Arayawattanapong	UOB Services Co., Ltd.	Director
12. Sayumrat Maranate	-	-
13. Veerachai Chuenchompoonut	-	-



## Company Information

Name	Company	Position
14. Dhornratana Olanhanki	-	-
15. Amporn Supjindavong	-	-
16. Apasara Lipipan	-	-
17. Kanlika Buspavanich	UOB Asset Management (Thailand) Co., Ltd.	Director
18. Ketsuda Phanphruk	-	-
19. Komsun Yuvajita	-	-
20. Luiza Karolina Rosinska	-	-
21. Nakhon Vorakanonta	Beauty Talent Co., Ltd.	Director
22. Nareerut Ariyaprayoon	PWP Enterprise Co., Ltd.	Director
23. Numchoke Siamhan	-	-
24. Panitsanee Tansavatdi	-	-
25. Panittra Vejajiva	-	-
26. Pannee Chongcharoen	-	-
27. Patchanee Vongsilpawattana	-	-
28. Pisal Kattiyothaivong	-	-
29. Piyawat Jirapongsuwan	-	-
30. Pongsakorn Julsawad	-	-
31. Pongtorn Supornchai	-	-
32. Poomchai Chusakultanachai	-	-
33. Prathana Amonlirdviman	-	-
34. Reiwadee Amornsiripanich	-	-
35. Sakchai Sathainsoontorn	-	-
36. Sakoolrut Amyongka	-	-
37. Sasitorn Rattanakul	-	-
38. Sooppawit Sooppapipatt	Vinyl Creation and Trading Co., Ltd.	Director
39. Suwassa Anantasa	-	-
40. Suwintip Chuenban	-	-
41. Taravadee Manuschinapisit	-	-
42. Thawatchai Praesangeim	Thailand - China Business Council	Director
43. Thiranee Thiragirayuta	-	-
44. Usanee Chiowanich	-	-
45. Vajee Pramualrat	-	-
46. Vipha Harisdangkul	-	-
47. Viyada Valyasevi	-	-
48. Wasinee Sivakua	-	-
49. Wipaporn Techamaitrechit	-	-

## Shareholding in UOB Thailand and Subsidiary

Directors of UOB Thailand do not own any shares in UOB Thailand or its subsidiary.

## Auditor's Remuneration

In 2021, the Bank and its subsidiary paid for audit fee to EY Office Limited amounting to Baht 9,250,000

## 10 Major Shareholders

as of 31 December 2021

No	Name	No. of shares	% of Issued and fully paid-up shares
1.	UNITED OVERSEAS BANK LIMITED	2,477,143,763	99.66
2.	Univest Property Co.,Ltd.	1,012,000	0.04
3.	Univest Holding Co.,Ltd.	1,012,000	0.04
4.	Mr. Pramote Thitayangura	982,266	0.04
5.	Mr. CHNE-WENG CHOW	907,500	0.04
6.	Mr. CHOW CHNE WENG	877,250	0.04
7.	Ms. Sumalee Atiphanampai	165,000	0.01
8.	Mr. Paichit Rojanawanich	162,443	0.01
9.	Ms. Sirirath Thitayangura	120,939	<0.01
10.	Mr. Somsak Nittayarumpong	117,975	<0.01

Remark: Number of Issued and fully paid-up shares is 2,485,661,305 shares



## Company Information

### Related Party Transactions

The Bank's transactions with the companies related to the Bank's directors during the year 2021 are as follows:

#### Statements of Financial Position

	Interbank and money market items (assets)	Financial assets measured at fair value through profit or loss	Derivatives assets	Other assets	Commitments	Deposits	Interbank and money market items (liabilities)	Derivatives liabilities	Other liabilities	Related with UOB Director
<b>Related companies</b>										
Underwater World Pattaya Co., Ltd.				/		/			/	Wee Cho Yaw
PPHR (Thailand) Co., Ltd.						/				Wee Cho Yaw
Haw Par Tiger Balm (Thailand) Limited						/			/	Wee Cho Yaw
Loxley Pcl.						/				Mr. Suebtrakul Soonthornthum
The Muangthai Life Assurance Pcl.			/		/		/		/	Mr. Suebtrakul Soonthornthum
Loxley Wireless Co., Ltd.						/				Mr. Suebtrakul Soonthornthum
Loxbit Pcl.						/				Mr. Suebtrakul Soonthornthum
Professional Computer Co., Ltd.						/				Mr. Suebtrakul Soonthornthum
Netone Network Solution Co., Ltd.						/				Mr. Suebtrakul Soonthornthum
L Hardware and Services Co., Ltd.						/				Mr. Suebtrakul Soonthornthum
Loxley Trading Co., Ltd.						/				Mr. Suebtrakul Soonthornthum
Harg Central Department Store Co., Ltd.						/			/	Mr. Chanitr Charnchainarong
<b>Major shareholders</b>										
United Overseas Bank Limited	/		/	/	/		/	/	/	Wee Cho Yaw, Wee Ee Cheong
- UOB - Hong Kong Branch	/		/	/	/		/		/	Wee Cho Yaw, Wee Ee Cheong
- UOB - Tokyo Branch							/			Wee Cho Yaw, Wee Ee Cheong
- UOB - Mumbai Branch	/									Wee Cho Yaw, Wee Ee Cheong
<b>United Overseas Bank Group of Companies</b>										
- United Overseas Bank (Malaysia) Bhd	/		/		/		/	/		Wee Ee Cheong
- United Overseas Bank (China) Limited	/						/			Wee Cho Yaw, Wee Ee Cheong
- PT Bank UOB Indonesia	/						/			Wee Ee Cheong
- UOB Asset Management (Thailand) Co., Ltd.				/	/		/		/	Mr. Sanchai Apisaksirikul
- UOB Kay Hian Securities (Thailand) Co., Ltd.		/	/				/	/	/	Wee Cho Yaw
- United Overseas Bank (Vietnam) Limited							/			Mr. Chan Kok Seong

Details of all related party transactions are disclosed in Note 33 to the financial statements.

## Related Party Transactions (Continued)

The Bank's transactions with the companies related to the Bank's directors during the year 2021 are as follows:

### Statements of Comprehensive Income

	Interest income	Interest expenses	Fees and service income	Fees and service expenses	Net gain (loss) on foreign currency trading and exchange transaction	Premises and equipment expenses	Data processing charges	Other expenses	Related with UOB Director
<b>Related companies</b>									
Underwater World Pattaya Co., Ltd.		/	/			/			Wee Cho Yaw
Haw Par Tiger Balm (Thailand) Limited		/	/		/				Wee Cho Yaw
Loxley Pcl.	/	/							Mr. Suebtrakul Soonthornthum
The Muangthai Life Assurance Pcl.		/	/		/				Mr. Suebtrakul Soonthornthum
Loxley Wireless Co., Ltd.		/	/						Mr. Suebtrakul Soonthornthum
Loxbit Pcl.		/	/			/			Mr. Suebtrakul Soonthornthum
Professional Computer Co., Ltd.		/							Mr. Suebtrakul Soonthornthum
L Hardware and Services Co., Ltd.		/	/						Mr. Suebtrakul Soonthornthum
Loxley Trading Co., Ltd.			/						Mr. Suebtrakul Soonthornthum
S.L.A Asia Co., Ltd.		/							Mr. Suebtrakul Soonthornthum
Harnng Central Department Store Co., Ltd.		/		/					Mr. Chanitr Charnchainarong
<b>Major shareholders</b>									
- United Overseas Bank Limited	/	/	/		/		/	/	Wee Cho Yaw, Wee Ee Cheong
- UOB - Hong Kong Branch			/	/	/			/	Wee Cho Yaw, Wee Ee Cheong
- UOB - Tokyo Branch			/						Wee Cho Yaw, Wee Ee Cheong
- UOB - Sydney Branch			/						Wee Cho Yaw, Wee Ee Cheong
- UOB - London Branch			/						Wee Cho Yaw, Wee Ee Cheong
- UNITED OVERSEAS BANK LIMITED, SEOUL BRANCH			/						Wee Cho Yaw, Wee Ee Cheong
<b>United Overseas Bank Group of Companies</b>									
- United Overseas Bank (Malaysia) Bhd			/		/				Wee Ee Cheong
- United Overseas Bank (Vietnam) Limited			/	/					Mr. Chan Kok Seong
- United Overseas Bank (China) Limited			/		/				Wee Cho Yaw, Wee Ee Cheong
- PT Bank UOB Indonesia			/		/				Wee Ee Cheong
- UOB Asset Management (Thailand) Co., Ltd.		/	/		/				Mr. Sanchai Apisaksirikul
- UOB Kay Hian Securities (Thailand) Co., Ltd.	/	/	/		/	/			Wee Cho Yaw

Details of all related party transactions are disclosed in Note 33 to the financial statements.





## Credit Ratings

Moody's Investors Service		Rating	as at 2 December 2021
Bank Deposits	- Long-Term	A3	
Bank Deposits	- Short-Term	P-2	
Outlook		Stable	
Baseline Credit Assessment		baa3	
Adjusted Baseline Credit Assessment		a3	

Fitch Ratings		Rating	as at 7 May 2021
Foreign Currency	- Long-Term	A-	
Foreign Currency	- Short-Term	F1	
Outlook	- Long-Term	Stable	
Viability		bbb-	
Support		1	
National Rating	- Long-Term	AAA(th)	
National Rating	- Short-Term	F1+(th)	
National Rating Outlook	- Long-Term	Stable	

## Branch Network

31 December 2021

### Head Office

#### Sathon

##### (Privilege Banking Centre)

(Mon - Fri from 8.30am - 3.30pm)

191 South Sathon Rd.,

Sathon, Bangkok 10120

Tel : 0 2343 2047, 0 2343 2561,

0 2343 2610, 0 2343 2612,

0 2343 2685-7, 0 2343 2693,

0 2343 2695

Fax : 0 2287 2972

### Bangkok Metropolitan, Nonthaburi and Pathum Thani

#### 101 The Third Place

(Daily from 10.30am - 7.30pm)

101 3<sup>rd</sup> Fl., Sukhumvit Rd., Bang Chak,

Phra Kanong, Bangkok 10260

Tel : 0 2093 2201-7

Fax : 0 2006 0147

#### Anusavaree Chaisamoraphoom

(Mon - Fri from 8.30am - 3.30pm)

911/1-3 Phaholyothin Rd., Samsen Nai,

Phaya Thai, Bangkok 10400

Tel : 0 2271 0089, 0 2271 2662,

0 2271 3447

Fax : 0 2271 0088

#### Asok Montri

(Mon - Fri from 8.30am - 3.30pm)

Ratchapak Building, 1<sup>st</sup> Fl.,

163 Sukhumvit 21 Rd., Wattana,

Bangkok 10110

Tel : 0 2258 3259, 0 2258 3261,

0 2258 3881

Fax : 0 2258 9552

#### Bang Bon

(Mon - Fri from 8.30am - 3.30pm)

289, 291, 293, 295 Eakachai Rd.,

Bang Bon, Bangkok 10150

Tel : 0 2898 0423-5

Fax : 0 2898 0426

#### Bangbuathong

(Mon - Fri from 8.30am - 3.30pm)

28/33-35 Moo 4, Bangkruay-Sainoi Rd.,

Sahno-loi, Bangbuathong,

Nonthaburi 11110

Tel : 0 2920 2451-4

Fax : 0 2920 2450

#### Bangmod

(Mon - Fri from 8.30am - 3.30pm)

630, Rama II Rd., Chomthong,

Bangkok 10150

Tel : 0 2867 0203-5

Fax : 0 2867 0914

#### Bangna KM.2

(Mon - Fri from 8.30am - 3.30pm)

21/235-236 Moo 12, Bangna-Trad Rd.,

Bangna, Bangkok 10260

Tel : 0 2399 0179-80, 0 2396 1931

Fax : 0 2393 6147

#### Bangplee

(Daily from 10.00am - 7.00pm)

BIG C Center Bangplee, 2<sup>nd</sup> Fl.,

89 Moo 9, Taeparak KM. 13 Rd.,

Bangplee, Samut Prakan 10540

Tel : 0 2752 4505-7

Fax : 0 2752 4504

#### Bangrak

(Mon - Fri from 8.30am - 3.30pm)

Gems Tower Building,

1249/19, 1249/50, 1249/59

Charoen Krung Rd., Suriyawong,

Bangrak, Bangkok 10500

Tel : 0 2237 5050, 0 2266 9896-7

Fax : 0 2266 9667

#### Bobae

(Daily from 8.30am - 5.30pm)

1086/18, 1<sup>st</sup> Fl. and 4<sup>th</sup> Fl., 1086/19, 4<sup>th</sup> Fl.,

Krungkasem Rd., Klong Mahanak,

Pomprabsattruphai, Bangkok 10100

Tel : 0 2282 3665, 0 2282 3694-5

Fax : 0 2282 1914

#### Buntudthong

(Mon - Fri from 8.30am - 3.30pm)

56/20, 56/59-62 Rama I Rd., Rong Mueang,

Pathum Wan, Bangkok 10330

Tel : 0 2214 2067, 0 2214 2252,

0 2214 1292

Fax : 0 2215 4836

#### Central Bangna

##### (Wealth Banking Centre)

(Daily from 10.30am - 7.30pm)

Central Plaza Bangna, 4<sup>th</sup> Fl.,

Unit 415, 587 Theprattana Rd.,

Bangna, Bangkok 10260

Tel : 0 2361 7851-3

Fax : 0 2361 7854

#### Central Festival EastVille

(Daily from 10.30am - 7.30pm)

Central Festival EastVille

69, 69/1, 69/2, 69/4, 3<sup>rd</sup> Fl.,

Unit No.304-305, Pradist Manudharm Rd.,

Lat Phrao, Bangkok 10230

Tel : 0 2093 5888-99

Fax : 0 2553 6241

#### Central Grand Rama 9

(Daily from 10.30am - 7.30pm)

Central Plaza Grand Rama 9

Department Store, 5<sup>th</sup> Fl.,

Unit 508-2, 9/8, 9/9 Rama 9 Rd.,

Huai Kwang, Bangkok 10310

Tel : 0 2160 3851-3

Fax : 0 2160 3855

#### Central Pinklao

(Wealth Banking Centre)

(Daily from 10.30am - 7.30pm)

4<sup>th</sup> Fl., Unit 407, 7/222

Central Plaza Pinklao,

Boromratchachonnane Rd.,

Arun Amarin, Bangkoknoi,

Bangkok 10700

Tel : 0 2884 8030-2

Fax : 0 2884 8033

#### Central Plaza Ladprao

(Daily from 10.30am - 7.30pm)

1693 Central Plaza Ladprao,

Phaholyothin Rd.,

Chatuchak, Bangkok 10900

Tel : 0 2514 2709, 0 2933 7416-7

Fax : 0 2539 2003

#### Central Plaza Ramindra

(Daily from 10.30am - 19.30pm)

Central Plaza Ramindra, 3<sup>rd</sup> Fl.,

Unit 314, 109/10, Ramindra Rd.,

Anusavaree, Bangkhen, Bangkok 10220

Tel : 0 2522 6646-7, 0 2522 6650

Fax : 0 2522 6649

#### Central Plaza Salaya

(Daily from 10.30am - 7.30pm)

Central Plaza Salaya, 3<sup>rd</sup> Fl., Bangtoei

Sampran, Nakhon Pathom 73210

Tel : 0 2431 1534, 0 2431 1536-7

Fax : 0 2431 1542



## Branch Network

31 December 2021

### Central Plaza WestGate

(Daily from 10.30am - 7.30pm)  
Central Plaza WestGate, 3<sup>rd</sup> Fl.,  
199, 199/1-2 Moo 6, Saothonghin,  
Bangyai, Nonthaburi 11140  
Tel : 0 21940 2880-2  
Fax : 0 2009 1141

### Central Rama 2

(Daily from 10.30am - 7.30pm)  
Central Plaza Rama 2 Department Store,  
G Fl., Unit G28, 160 Rama 2 Rd.,  
Bang Khun Thian, Bangkok 10150  
Tel : 0 2415 1648, 0 2415 1867,  
0 2415 1650  
Fax : 0 2415 1868

### Central Rama 3

(Wealth Banking Centre)  
(Daily from 10.30am - 7.30pm)  
Central Plaza Rama 3 Department Store,  
4<sup>th</sup> Fl., Unit 434, 79 Sathupradit Rd.,  
Chong Nonsri, Yannawa, Bangkok 10120  
Tel : 0 2164 0085-6, 0 2673 7027  
Fax : 0 2164 0087

### Central Rattanaibet

(Daily from 10.30am - 7.30pm)  
Central Plaza Rattanaibet, 2<sup>nd</sup> Fl.,  
Zone E-Centre Department Store,  
562, 566 Moo 8, Rattanaibet Rd.,  
Mueang, Nonthaburi 11000  
Tel : 0 2527 8619-20, 0 2527 8633  
Fax : 0 2527 8636

### Central World

(Privilege Banking Centre)  
(Daily from 10.30am - 7.30pm)  
Central World, 4, 4/1-4/2, 4/4,  
4<sup>th</sup> Fl., Unit A409, Ratchadamri Rd.,  
Pathumwan, Bangkok, 10330  
Tel : 0 2252 9681-3  
Fax : 0 2259 9684

### Chaengwattana

(Mon - Fri from 8.30am - 3.30pm)  
Na Nakorn Building, 99/349 Moo 2,  
Chaengwattana Rd., Thung Song Hong,  
Don Mueang, Bangkok 10210  
Tel : 0 2576 1057-9  
Fax : 0 2576 1533

### City Complex

(Mon - Fri from 8.30am - 5.00pm)  
City Complex Building, 831 Petchburi Rd.,  
Ratchathewi, Bangkok 10400  
Tel : 0 2255 0746, 0 2255 0749  
Fax : 0 2255 0748

### Fashion Island

(Wealth Banking Centre)  
(Daily from 10.30am - 7.30pm)  
Fashion Island Department Store,  
587, 589 Ramintra Rd., Kan Na Yao,  
Bangkok 10230  
Tel : 0 2947 5307-8, 0 2947 5311  
Fax : 0 2947 5310

### Gateway Ekamai

(Daily from 10.30am - 7.30pm)  
Gateway Ekamai Department Store,  
3<sup>rd</sup> Fl., Unit 3129, 982/22,  
Sukhumvit Rd., Phra Khanong,  
Khlong Toei, Bangkok 10110  
Tel : 0 2108 2856-8  
Fax : 0 2108 2849

### Huamark

(Mon - Fri from 8.30am - 3.30pm)  
5, 7, 9 Soi Ramkhamhaeng 19/1,  
Ramkhamhaeng Rd., Bangkok,  
Bangkok 10240  
Tel : 0 2318 8561-3  
Fax : 0 2318 0139

### ICONSIAM

(Privilege Banking Centre)  
(Daily from 10.30am - 7.30pm)  
ICONSIAM Shopping Center, 5<sup>th</sup> Fl.,  
Unit 509-510, 299, Charoen Nakorn Rd.,  
Klongtonsai, Klongsan, Bangkok 10600  
Tel : 0 2093 5910-6  
Fax : 0 2006 4801

### InnovTown at True Digital Park

(Mon - Fri from 9.00am - 6.00pm)  
101 6<sup>th</sup> Fl., Sukhumvit Road, Bangchak,  
Phra Khanong, Bangkok 10260  
Tel : 0 2001 4747  
Fax : -

### Market Village Suvarnabhumi

(Daily from 10.30am - 7.30pm)  
99/29 Moo 1 Market Village Suvarnabhumi,  
Room S302, 3<sup>rd</sup> Fl., Bangna-Trad Rd.,  
Rachatawa, Bangplee, Samutprakan 10540  
Tel : 0 2030 5841, 0 2316 5326-7  
Fax : 0 2030 5842

### Mega Bangna

(Daily from 10.30am - 7.30pm)  
39 Moo 6, Bangna-Trad Rd., KM. 8,  
Bangkaew, Bangplee, Samut Prakan 10540  
Tel : 0 2186 8703-5  
Fax : 0 2186 8706

### Mercury Ville Chidlom

(Daily from 10.00am - 7.00pm)  
Mercury Tower, 3<sup>rd</sup> Fl., Unit 302,  
540 Ploenchit Road, Lumpini, Pathum Wan,  
Bangkok 10330  
Tel : 0 2030 5758, 0 2252 6292-3  
Fax : 0 2252 7871

### Minburi

(Mon - Fri from 8.30am - 3.30pm)  
Navamin Plaza, G Fl., 599/1 Moo 13,  
Sihaburanukit Rd., Minburi,  
Bangkok 10510  
Tel : 0 2518 0815-7  
Fax : 0 2518 0799

### Mueang Thong Thani

(Mon - Fri from 8.30am - 3.30pm)  
339 Mueangthongthani, Bondstreet Rd.,  
Pakkred, Nonthaburi 11120  
Tel : 0 2503 4940-2  
Fax : 0 2503 4914

### Nong Khaem

(Mon - Fri from 8.30am - 3.30pm)  
77/207 Moo 2, Phetkasem Rd.,  
Nong Khang Phlu, Nong Khaem,  
Bangkok 10160  
Tel : 0 2420 7941-3  
Fax : 0 2420 7940

### Nonthaburi

(Mon - Fri from 8.30am - 3.30pm)  
32/16-19 Pracha Rat Rd.,  
Talad Kwan, Mueang, Nonthaburi 11000  
Tel : 0 2525 1771-2, 0 2968 4594  
Fax : 0 2526 2993

**On Nut**

(Mon - Fri from 8.30am - 3.30pm)  
1468, 1470 On Nut Rd., Suan Luang,  
Bangkok 10250  
Tel : 0 2332 3134-6  
Fax : 0 2331 8519

**Paradise Park**

(Daily from 10.30am - 7.30pm)  
Paradise Park, 2<sup>nd</sup> Fl., Unit 2C004,  
61 Srinakarin Rd., Nongbon,  
Prawet, Bangkok 10250  
Tel : 0 2047 0816-8  
Fax : 0 2047 0819

**Pattanakarn**

(Mon - Fri from 8.30am - 3.30pm)  
309/1-4 Patanakarn Rd.,  
Prawet, Bangkok 10250  
Tel : 0 2322 0439, 0 2322 0442-3  
Fax : 0 2322 0438

**Phaholyothin KM.26**

(Mon - Fri from 8.30am - 3.30pm)  
1/737 Moo 17, Soi Amporn,  
Phaholyothin KM. 26, Khukhot,  
Lam Luk Ka, Pathum Thani 12130  
Tel : 0 2532 3646-8  
Fax : 0 2532 3641

**Phaholyothin Soi 19**

(Mon - Fri from 8.30am - 3.30pm)  
Rasa Tower Building,  
555 Phaholyothin Rd., Chatuchak,  
Bangkok 10900  
Tel : 0 2937 0301-2, 0 2937 0304  
Fax : 0 2937 0305

**Phahurad**

**(Privilege Banking Centre)**  
(Mon - Fri from 9.00am - 5.00pm,  
Sat from 10.00am - 5.00pm)  
The Old Siam Plaza, 2/30-33,  
4/11-14 Burapa Rd., Phra Nakhon,  
Bangkok 10200  
Tel : 0 2222 0177-9  
Fax : 0 2223 0708

**Phra Pinklao**

(Mon - Fri from 8.30am - 3.30pm)  
30 Charan Sanit Wong Rd., Bang Yi Khan,  
Bangphlat, Bangkok 10700  
Tel : 0 2434 7110-2  
Fax : 0 2434 7114

**Rajchaprarop**

(Mon - Fri from 8.30am - 3.30pm)  
120/3-6 Rajchaprarop Rd.,  
Ratchathewi, Bangkok 10400  
Tel : 0 2656 3068, 0 2656 3071-2  
Fax : 0 2251 0404

**Rangsit**

**(Wealth Banking Centre)**  
(Daily from 10.30am - 7.30pm)  
Future Park Rangsit Building, 94 Moo 2,  
Phaholyothin Rd., Prachatipat,  
Thanyaburi, Pathum Thani 12130  
Tel : 0 2958 0562-4  
Fax : 0 2958 0568

**Ratchada-Huay Khwang**

(Mon - Fri from 8.30am - 3.30pm)  
167/8 Ratchadaphisek Rd.,  
Din Daeng, Bangkok 10400  
Tel : 0 2276 9410-12  
Fax : 0 2276 9413

**Ratchada-Sathupradit**

(Mon - Fri from 8.30am - 3.30pm)  
127/1 Nonsee Rd., Yannawa,  
Bangkok 10120  
Tel : 0 2681 1111-3  
Fax : 0 2681 1110

**The Parq**

(Mon - Fri from 10.30am - 7.30pm)  
88 The Parq, 2<sup>nd</sup> Fl., Ratchadapisek Rd.,  
Khlong Toey, Bangkok 10110  
Tel : 0 2249 0886-8  
Fax : 0 2249 4075

**Ratchawong**

(Mon - Fri from 8.30am - 3.30pm)  
219/2 Ratchawong Rd.,  
Samphanthawong, Bangkok 10100  
Tel : 0 2622 7388-90  
Fax : 0 2622 7392

**Robinson Samutprakan**

(Daily from 10.30am - 7.30pm)  
Robinson Samutprakan, 3<sup>rd</sup> Fl., 789 Moo 2,  
Taibanmai, Mueang, Samut Prakan, 10280  
Tel : 0 2093 5160-5  
Fax : 0 2093 5166

**Sam Yaek****(Privilege Banking Centre)**

(Mon - Fri from 8.30am - 3.30pm)  
601 Charoen Krung Rd., Talad Noi,  
Samphanthawong, Bangkok 10100  
Tel : 0 2222 5111-3  
Fax : 0 2222 1354

**Samrong**

(Mon - Fri from 8.30am - 3.30pm)  
999/99 Moo 1, Sukhumvit Rd.,  
Samrong Nua, Mueang,  
Samut Prakan 10270  
Tel : 0 2384 4510, 0 2384 7656,  
0 2394 0422  
Fax : 0 2384 4352

**Sathon 2**

(Mon - Fri from 8.30am - 3.30pm)  
Bangkok City Tower Building,  
179/3 South Sathon Rd., Tung Mahamek,  
Sathon, Bangkok 10120  
Tel : 0 2679 5700-2  
Fax : 0 2679 5703

**Seacon Bangkai**

(Daily from 10.30am - 7.30pm)  
Seacon Bangkok Department Store,  
607 Phetkasem Rd., Bangwa,  
Phasi Charoen, Bangkok 10160  
Tel : 0 2454 8793-5  
Fax : 0 2454 8796

**Seacon Square**

(Daily from 10.30am - 7.30pm)  
Seacon Square Department Store,  
3<sup>rd</sup> Fl., Unit 3057F, 55 Srinakharin Rd.,  
Nongbon, Prawet, Bangkok 10250  
Tel : 0 2138 5745, 0 2721 9103-4  
Fax : 0 2138 5746

**Senanikom**

(Mon - Fri from 8.30am - 3.30pm)  
126/19 Phaholyothin 32 Rd.  
(Soi Senanikom 1), Chatuchak,  
Bangkok 10900  
Tel : 0 2561 3100-1, 0 2561 1054  
Fax : 0 2579 9088

**Si Phraya**

(Mon - Fri from 8.30am - 3.30pm)  
295 Si Phraya Rd., Bangrak,  
Bangkok 10500  
Tel : 0 2235 2886, 0 2631 5440-1  
Fax : 0 2235 2882



## Branch Network

31 December 2021

### Si Yaek Sriwara

(Mon - Fri from 8.30am - 3.30pm)  
573/139 Soi Ramkhamhaeng 39,  
Prachauthit Rd., Wangthonglang,  
Bangkok 10310  
Tel : 0 2934 7941-3  
Fax : 0 2934 7945

### Siam Square

(Daily from 10.00am - 7.00pm)  
410-410/1 Siam Square Soi 6, Rama I Rd.,  
Pathum Wan, Bangkok 10330  
Tel : 0 2251 2145, 0 2251 2278,  
0 2251 3343,  
Fax : 0 2251 2280

### Silom Complex

(Daily from 10.30am - 7.30pm)  
Silom Complex Building, 4<sup>th</sup> Fl.,  
191 Silom Rd., Silom, Bangrak,  
Bangkok 10500  
Tel : 0 2231 3139-40, 0 2632 1177  
Fax : 0 2231 3137

### Sindhorn Tower

(Mon - Fri from 9.00am - 6.00pm)  
Sindhorn Tower Building, G Fl.,  
Unit 13, 130-132 Witthayu Rd.,  
Pathun Wan, Bangkok 10330  
Tel : 0 2263 3530-2  
Fax : 0 2041 2157

### Soi Yoo Dee

(Mon - Fri from 8.30am - 3.30pm)  
597/113-114 Trok Watchannai,  
Chan Rd., Bangkhlo, Bang Kho Laem,  
Bangkok 10120  
Tel : 0 2291 4904-5, 0 2291 4907  
Fax : 0 2291 4906

### Songwad

(Mon - Fri from 8.30am - 3.30pm)  
1252-1254 Songwad Rd., Jakrawat,  
Samphanthawong, Bangkok 10100  
Tel : 0 2225 62545, 0 2226 3606-7  
Fax : 0 2225 6256

### Srinakarin

(Mon - Fri from 8.30am - 3.30pm)  
395/5 Srinakarin Rd., Mueang,  
Samut Prakan 10270  
Tel : 0 2385 7313-5  
Fax : 0 2385 7316

### St. Louis 3

(Mon - Fri from 8.30am - 3.30pm)  
31, Soi Chan 18/7 (St. Louis 3)  
Thung Wat Don, Sathon, Bangkok 10120  
Tel : 0 2211 1407, 0 2212 7024  
Fax : 0 2211 0815

### Sukhumvit 4

(Mon - Fri from 8.30am - 3.30pm)  
Two Pacific Tower Building, 1<sup>st</sup> Fl.,  
142 Sukhumvit Rd., Khlong Toei,  
Bangkok 10110  
Tel : 0 2253 5137, 0 2653 2178-9  
Fax : 0 2653 2181

### Sukhumvit 25

(Mon - Fri from 8.30am - 3.30pm)  
Vasu 1 Building, 1 Soi Sukhumvit 25,  
Khlong Toei Nua, Wattana, Bangkok 10110  
Tel : 0 2258 9330-2  
Fax : 0 2258 4582

### Sukhumvit 26

(Mon - Fri from 8.30am - 3.30pm)  
720/1 Sukhumvit, Klongtan,  
Klongtoey, Bangkok 10110  
Tel : 0 2010 4511, 0 2258 4052-4  
Fax : 0 2010 4513

### Suksawat

(Mon - Fri from 8.30am - 3.30pm)  
393, 395, 397 Suksawat Rd., Bangpakok,  
Rat Burana, Bangkok 10140  
Tel : 0 2477 2409-11  
Fax : 0 2468 6028

### Sun Towers

(Mon - Fri from 8.30am - 3.30pm)  
Sun Towers Building, A building, 123, Unit A102,  
1<sup>st</sup> Fl., Wiphawadi-Rangsit Rd.,  
Chom Phon, Chatuchak, Bangkok 10900  
Tel : 0 2273 8120-1, 0 2273 8939  
Fax : 0 2273 8122

### Surawong

(Mon - Fri from 8.30am - 3.30pm)  
134 Surawong Rd., Bangrak,  
Bangkok 10500  
Tel : 0 2233 9730-2  
Fax : 0 2235 5208

### Talad Si Mummuang

(Mon - Fri from 8.30am - 3.30pm)  
355/33-35 Moo 8, Phaholyothin Rd.,  
Khukhot, Lam Luk Ka, Pathum Thani 12130  
Tel : 0 2536 7854-6  
Fax : 0 2536 7853

### Talad Thai

(Daily from 9.30am - 6.30pm)  
32/1044 Moo 9, Khlongnueng,  
Khlongluang, Pathum Thani 12120  
Tel : 0 2908 4784-5  
Fax : 0 2908 4847

### Thai Wah Tower

(Mon - Fri from 8.30am - 3.30pm)  
Thai Wah Tower 1 Building,  
21/63-66 South Sathon Rd.,  
Sathon, Bangkok 10120  
Tel : 0 2285 0092-4  
Fax : 0 2285 0095

### Thanon Krungthonburi

(Mon - Fri from 8.30am - 3.30pm)  
Sinn Sathon Tower, 77/2 Krungthonburi Rd.,  
Khlongsan, Bangkok 10600  
Tel : 0 2440 0345-7  
Fax : 0 2440 0350

### Thanon Phaholyothin 8

(Mon - Fri from 8.30am - 3.30pm)  
Intouch Tower, G Fl.,  
414 Phaholyothin Rd., Samsen Nai,  
Phaya Thai, Bangkok 10400  
Tel : 0 2357 1690-1, 0 2616 9760  
Fax : 0 2357 1490

### Thanon Phraram 6

(Mon - Fri from 8.30am - 3.30pm)  
Tipco Tower Building, G Fl.,  
118/1 Rama VI Rd., Samsen Nai,  
Phaya Thai, Bangkok 10400  
Tel : 0 2357 3460-2  
Fax : 0 2357 3464

### Thanon Phraram 9

(Mon - Fri from 8.30am - 3.30pm)  
Worrasombat Building, G Fl.,  
100/1 Rama IX Rd., Huai Khwang,  
Bangkok 10310  
Tel : 0 2645 0686-7, 0 2645 0001  
Fax : 0 2645 0440

**Thanon Pracha-U-Thit**

(Mon - Fri from 8.30am - 3.30pm)  
147/1-4 Moo 8, Pracha-U-Thit Rd.,  
Rat Burana, Bangkok 10140  
Tel : 0 2873 1457-9  
Fax : 0 2873 1460

**Thanon Sri Wara**

(Mon - Fri from 8.30am - 3.30pm)  
314 Soi Ladphrao 94 (Panjamit),  
Sri Wara Rd., Wang Thonglang,  
Bangkok 10310  
Tel : 0 2559 3600-1, 0 2559 3605  
Fax : 0 2559 3606

**Thanon Sukhaphiban 3**

(Mon - Fri from 8.30am - 3.30pm)  
902 Ramkamhaeng Rd., Bangkapi,  
Bangkok 10240  
Tel : 0 2375 8799, 0 2377 9183,  
0 2377 5285  
Fax : 0 2375 8795

**Thanon Vorachak**

(Mon - Fri from 8.30am - 3.30pm)  
94-96 Vorachak Rd., Ban Bat,  
Pom Prap Sattru Phai, Bangkok 10100  
Tel : 0 2225 9088, 0 2621 1246-7  
Fax : 0 2225 9087

**Thanon Witthayu**

(Mon - Fri from 9.00am - 5.30pm)  
CRC Tower Building, G Fl., Unit 121, 87/2  
Wireless Rd., Lumpini, Pathum Wan,  
Bangkok 10330  
Tel : 0 2255 5392-4  
Fax : 0 2255 5395

**Thanon Yaowarat**

(Mon - Fri from 8.30am - 5.00pm)  
Hua Seng Heng Building,  
1st Fl., 422, 424 Yaowarat Rd.,  
Samphanthawong, Bangkok 10100  
Tel : 0 2226 2930-2  
Fax : 0 2226 2933

**The Circle Ratchapruk**

(Daily from 10.00am - 7.00pm)  
The Circle Ratchapruk, Room R6,  
39 Ratchapruk Rd., Bangramad,  
Taling Chan, Bangkok 10170  
Tel : 0 2863 8624-6  
Fax : 0 2863 8627

**The Mall Bangkhae**

(Daily from 10.30am - 7.30pm)  
The Mall Bangkhae, 3<sup>rd</sup> Fl., 518 Moo 1,  
Phetkasem Rd., North Bangkhae,  
Bangkhae, Bangkok 10160  
Tel : 0 2482 9583-5  
Fax : 0 2482 9586

**The Mall Bangkapi**

(Daily from 10.30am - 7.30pm)  
The Mall Bangkapi, 3<sup>rd</sup> Fl., Unit 3S-C9A,  
3522 Ladphrao Rd., Khlong-jun,  
Bangkapi, Bangkok 10240  
Tel : 0 2363 3570-2  
Fax : 0 2363 3574

**The Mall Ngam Wong Wan**

(Daily from 10.30am - 7.30pm)  
The Mall Ngamwongwan, 5<sup>th</sup> Fl.,  
Unit 521, Moo 2,  
Ngam Wong Wan Rd., Bangkhen,  
Mueang, Nonthaburi 11000  
Tel : 02 550 1135-7  
Fax : 02 550 0355

**The Mall Thapra**

(Daily from 10.30am - 7.30pm)  
The Mall Thapra, 129, 3<sup>rd</sup> Fl.,  
Ratchadapisek (Thapra-Taksin) Rd., Booklalo,  
Thonburi, Bangkok 10600  
Tel : 0 2476 9945-7  
Fax : 0 2476 9944

**Thonglor**

(Mon - Fri from 8.30am - 4.00pm)  
283/15-17, Soi Thonglor 13,  
Sukhumvit 55 Rd., Wattana,  
Bangkok 10110  
Tel : 0 2712 7153-5  
Fax : 0 2712 7156

**United Center Silom**

(Mon - Fri from 10.30am - 6.30pm)  
United Center Building, 2<sup>nd</sup> Fl.,  
Unit 213, 323 Silom Rd., Silom,  
Bangrak, Bangkok 10500  
Tel : 0 2237 4891-3  
Fax : 0 2237 4894

**UOB Express Big C Rangsit**

(Daily from 10.30am - 7.30pm)  
94 Big C Rangsit, 1<sup>st</sup> Fl., Phahonyotin Rd.,  
Thanyaburi, Pathumthani 12130  
Tel : 0 2343 3215-6  
Fax : 0 2150 9778

**UOB Express Central Chaengwattana**

(Daily from 10.30am - 7.30pm)  
99/9 Central Plaza Chaengwattana  
Department Store, 4<sup>th</sup> Fl., Chaengwattana  
Rd., Pakkret, Nonthaburi 11120  
Tel : 0 2343 3191, 0 2343 3195  
Fax : 0 2193 8194

**UOB Express Tesco Lotus Bangna**

(Daily from 10.30am - 7.30pm)  
914/9 Tesco Lotus Bangna, 1<sup>st</sup> Fl.,  
Bangna-Trad Rd., Bangkaeo,  
Bangphli, Samut Prakan 10540  
Tel : 0 2343 3178, 0 2343 3180  
Fax : 0 2136 5377

**UOB Wealth Banking Centre-Siam Paragon**

(Daily from 10.30am - 7.30pm)  
Siam Paragon Shopping Center,  
3<sup>rd</sup> Fl., Unit 3-01A, 991 Rama 1 Rd.,  
Pathum Wan, Bangkok 10330  
Tel : 0 2129 4841-3, 0 2610 9602-3  
Fax : 0 2610 9604

**Wongwian Odean**

(Mon - Fri from 8.30am - 3.30pm)  
772, 774 Charoen Krung Rd.,  
Samphanthawong, Bangkok 10100  
Tel : 0 2234 3399, 0 2238 2540-1  
Fax : 0 2238 2543

**Central Area****Nakhon Pathom**

(Mon - Fri from 8.30am - 3.30pm)  
63, 65 Rajvithi Rd., Phraphathomjedi,  
Mueang, Nakhon Pathom 73000  
Tel : 0 3425 1184-5  
Fax : 0 3425 1186

**Phra Nakhon Si Ayutthaya**

(Mon - Fri from 9.00am - 4.00pm)  
255 Moo 5, Rojana Rd.,  
Phra Nakhon Si Ayutthaya,  
Phra Nakhon Si Ayutthaya 13000  
Tel : 0 3524 6030, 0 3524 6118  
Fax : 0 3524 1546

**Ratchaburi**

(Mon - Fri from 8.30am - 3.30pm)  
11 Kathatorn Rd., Na Mueang,  
Mueang Ratchaburi, Ratchaburi 70000  
Tel : 0 3231 0321-3  
Fax : 0 3231 0324





## Branch Network

31 December 2021

### Samut Sakhon

(Mon - Fri from 8.30am - 3.30pm)  
927/403 Sethakit 1 Rd., Mahachai,  
Mueang, Samut Sakhon 74000  
Tel : 0 3481 0514-5, 0 3442 7582  
Fax : 0 3481 0513

### Samut Songkhram

(Mon - Fri from 8.30am - 3.30pm)  
125/28 Tang Kao Mueang Rd., Mueang,  
Samut Songkhram 75000  
Tel : 0 3471 8111, 0 3471 8222,  
0 3471 8629  
Fax : 0 3471 8627

### Saraburi

(Mon - Fri from 8.30am - 3.30pm)  
427 Phaholyothin Rd.,  
Mueang, Saraburi 18000  
Tel : 0 3621 2137-8, 0 3622 1630  
Fax : 0 3622 1636

## Eastern Area

### Amata Nakhon

(Mon - Fri from 10.00am - 5.00pm)  
700/17 Moo 1, Khlong Tamru, Mueang,  
Chon Buri 20000  
Tel : 0 3845 7564-6  
Fax : 0 3845 7568

### Ban Bung

(Mon - Fri from 8.30am - 3.30pm)  
403 Chon Buri-Ban Bung Rd.,  
Ban Bung, Chon Buri 20170  
Tel : 0 3844 3626-7, 0 3875 0979  
Fax : 0 3844 3039

### Ban Chang

(Mon - Fri from 8.30am - 3.30pm)  
51/12 Moo 5, Sukhumvit Rd.,  
Ban Chang, Rayong 21130  
Tel : 0 3860 3121-3  
Fax : 0 3860 3119

### Bang Lamung

(Mon - Fri from 10.00am - 5.00pm)  
90/27 Moo 5, Pattaya-Nagluue Rd.,  
Nagluue, Bang Lamung, Chon Buri 20150  
Tel : 0 3842 7748-9, 0 3842 9333  
Fax : 0 3842 3332

### Central Chonburi

(Daily from 10.30am - 7.30pm)  
Central Plaza Chonburi, 2<sup>nd</sup> Fl.,  
55/88-9, 55/91 Sukhumvit Rd., Samet,  
Mueang, Chon Buri 20000  
Tel : 0 3805 3920-2  
Fax : 0 3805 3924

### Central Si Racha

(Wealth Banking Corner)  
(Daily from 10.30am - 7.30pm)  
Central Si Racha Department Store, 8, Flr.2,  
Sukhumvit Rd., Sriracha, Chonburi 20110  
Tel : 0 3832 8458-60  
Fax : 0 3832 8461

### Chachoengsao

(Mon - Fri from 8.30am - 3.30pm)  
94/3 Chumphon Rd., Mueang,  
Chachoengsao 24000  
Tel : 0 3851 1621-2, 0 3853 5083  
Fax : 0 3851 1623

### Chanthaburi

(Mon - Fri from 8.30am - 3.30pm)  
82/9 Thachalab Rd., Wat Mai,  
Mueang, Chanthaburi 22000  
Tel : 0 3934 6434-5, 0 3934 6616  
Fax : 0 3932 1201

### Chon Buri

(Privilege Banking Centre)  
(Mon - Fri from 8.30am - 3.30pm)  
804 Kor Chetchamnong Rd., Bangplasoi,  
Mueang, Chon Buri 20000  
Tel : 0 3827 3601-3  
Fax : 0 3827 3607

### Chon Buri 2

(Mon - Fri from 8.30am - 3.30pm)  
116/110 Moo 3, Sukhumvit Rd.,  
Ban Suan, Mueang, Chon Buri 20000  
Tel : 0 3879 7457-9  
Fax : 0 3879 7461

### Eastern Seaboard

(Mon - Fri from 8.30am - 3.30pm)  
Thanon Hemaraj Avenue, 24/1 Moo 4,  
Pluak Daeng, Rayong 21140  
Tel : 0 3895 5284-6  
Fax : 0 3895 5289

### Map Ta Phut

(Mon - Fri from 8.30am - 3.30pm)  
267/11-13 Sukhumvit Rd., Map Ta Phut,  
Mueang, Rayong 21150  
Tel : 0 3860 7945, 0 3860 7947,  
0 3860 7949  
Fax : 0 3860 8718

### Passione Shopping Destination

(Daily from 10.30am - 7.30pm)  
Passione Shopping Destination,  
2nd Fl., 554/4 Sukhumvit Rd.,  
Noen Phra, Mueang, Rayong 21000  
Tel : 0 3802 3401-3  
Fax : 0 3802 3404

### Pattaya

(Mon - Fri from 10.00am - 5.00pm)  
325/115-116 Moo 10, Pattaya Sai 2 Rd.,  
Nong Prue, Bang Lamung,  
Chon Buri 20150  
Tel : 0 3841 0027, 0 3842 9464  
Fax : 0 3842 9400

### Rayong

(Mon - Fri from 8.30am - 3.30pm)  
144/39-41 Sukhumvit Rd., Mueang,  
Rayong 21000  
Tel : 0 3861 4730-2  
Fax : 0 3861 4734

### Sri Racha

(Mon - Fri from 8.30am - 3.30pm)  
135/19 Sukhumvit Rd., Si Racha,  
Chon Buri 20110  
Tel : 0 3832 4500-3  
Fax : 0 3832 4505

## Northeastern Area

### Ban Huay Udon Thani

(Mon - Fri from 8.30am - 5.00pm,  
Sat 9.00am - 5.00pm)  
214/27-29 Udon Dutsadi Rd.,  
Mak Khaeng, Mueang, Udon Thani 41000  
Tel : 0 4224 3639-41  
Fax : 0 4224 3643



**Buriram**

(Mon - Fri from 8.30am - 3.30pm)  
 377 Moo 8, Chira road, Tumbol Isan,  
 Aumphur Muang, Buriram 31000  
 Tel : 0 4466 6733, 0 4466 6736,  
 0 4411 2875  
 Fax : 0 4411 2879

**Khon Kaen**

(Mon - Fri from 8.30am - 3.30pm)  
 34, 34/1-2 Namueang Rd., Nai Mueang,  
 Mueang, Khon Kaen 40000  
 Tel : 0 4323 7620-1, 0 4333 4577  
 Fax : 0 4323 7435

**Khon Kaen-Thanon Mittraparb  
(Privilege Banking Centre)**

(Mon - Fri from 8.30am - 5.00pm,  
 Sat from 9.00am - 5.00pm)  
 81/1 Mitraparb Rd., Mueang,  
 Khon Kaen 40000  
 Tel : 0 4324 1686, 0 4333 2059,  
 0 4333 4413  
 Fax : 0 4323 8435

**Nakhon Ratchasima**

(Mon - Fri from 8.30am - 3.30pm)  
 2-4 Choompol Rd., Nai Mueang,  
 Mueang, Nakhon Ratchasima 30000  
 Tel : 0 4426 8874-7  
 Fax : 0 4425 5476

**Nakhon Ratchasima 2**

(Mon - Fri from 8.30am - 5.00pm,  
 Sat 9.00am - 5.00pm)  
 545 Mittraparb Rd., Nai Mueang,  
 Mueang, Nakhon Ratchasima 30000  
 Tel : 0 4426 3488-90  
 Fax : 0 4426 3493

**Roiet**

(Mon - Fri from 8.30am - 3.30pm)  
 226/2 Ronnachaichanyut Rd.,  
 Nai Mueang, Mueang, Roiet 45000  
 Tel : 0 4351 5850-2  
 Fax : 0 4351 5854

**Sakhon Nakhon**

(Mon - Fri from 8.30am - 3.30pm)  
 1551/12 Sukkasem Rd., That Choeng Chum,  
 Mueang, Sakon Nakhon 47000  
 Tel : 0 4271 6350, 0 4271 6765,  
 0 4271 6895  
 Fax : 0 4271 6728

**Surin**

(Mon - Fri from 8.30am - 3.30pm)  
 79, 81, 83 Chitbumrung Rd.,  
 Nai Mueang, Mueang, Surin 32000  
 Tel : 0 4451 1848, 0 4451 8997-8  
 Fax : 0 4451 1081

**Ubon Ratchathani**

(Mon - Fri from 8.30am - 3.30pm)  
 177 Ubparat Rd., Nai Mueang, Mueang,  
 Ubon Ratchathani 34000  
 Tel : 0 4524 3830-1, 0 4526 2904  
 Fax : 0 4524 3832

**Udon Thani**

(Mon - Fri from 8.30am - 3.30pm)  
 359 Phosri Rd., Mueang,  
 Udon Thani 41000  
 Tel : 0 4222 1333, 0 4234 3023,  
 0 4234 3425  
 Fax : 0 4224 4062

**Northern Area****Central Airport Chiang Mai**

(Daily from 11.00am - 8.00pm)  
 2 Mahidol Rd., 252-252/1 Wualai Rd.,  
 Haiya, Mueang, Chiang Mai 50100  
 Tel : 0 5390 4143, 0 5390 4145-6  
 Fax : 0 5390 4147

**Chiang Mai-Huaikaw**

**(Privilege Banking Centre)**  
 (Mon - Fri from 9.00am - 4.00pm)  
 137 Huay Kaew Rd., Mueang,  
 Chiang Mai 50200  
 Tel : 0 5321 1091-3  
 Fax : 0 5321 1095

**Chiang Rai**

(Mon - Fri from 8.30am - 3.30pm)  
 643/5 Moo 3, Uttrakit Rd., Vieng,  
 Mueang, Chiang Rai 57000  
 Tel : 0 5371 1414, 0 5371 6786,  
 0 5374 0500  
 Fax : 0 5371 5429

**Lampang**

(Mon - Fri from 8.30am - 3.30pm)  
 255 Boonwat Rd., Mueang,  
 Lampang 52000  
 Tel : 0 5421 8383, 0 5422 7383  
 Fax : 0 5422 7637

**Nakhon Sawan**

(Mon - Fri from 9.00am - 4.00pm)  
 532-534 Kosi Rd., Pak Nam Pho,  
 Mueang, Nakhon Sawan 60000  
 Tel : 0 5621 4690, 0 5621 3166  
 Fax : 0 5621 3224

**Phitsanulok**

(Mon - Fri from 9.00am - 4.00pm)  
 691/3-6 Mittraparb Rd., Nai Mueang,  
 Mueang, Phitsanulok 65000  
 Tel : 0 5522 5153-5  
 Fax : 0 5522 5156

**Thanon Highway-Chiang Mai**

(Mon - Fri from 9.00am - 4.00pm)  
 1/99 Chiang Mai-Lampang Rd.,  
 Nong Pa Khrang, Mueang,  
 Chiang Mai 50000  
 Tel : 0 5330 4701-3  
 Fax : 0 5330 4705

**Thanon Sridonchai Chiang Mai**

(Mon - Fri from 9.00am - 4.00pm)  
 54/1 Suriwong Book Center,  
 Sridonchai Rd., Haiya, Mueang,  
 Chiang Mai 50100  
 Tel : 0 5327 0029-30, 0 5328 2903  
 Fax : 0 5328 2015

**Central Festival Chiang Mai Branch**

(Daily from 10.30am - 7.30pm)  
 Central Festival Chiang Mai 3<sup>rd</sup> Fl.,  
 99,99/1,99/2 Moo 4, Superhighway Rd.,  
 Fah-Ham, Muang, Chiangmai 50000  
 Tel : 0 5323 3860-2  
 Fax : 0 5387 4029

**Southern Area****Central Festival Phuket**

**(Privilege Banking Centre)**  
 (Daily from 10.30am - 7.30pm)  
 Central Festival Phuket, 4<sup>th</sup> Fl.,  
 74-75 Moo 5, Wishit, Mueang,  
 Phuket 83000  
 Tel : 0 7621 0526, 0 7621 0534,  
 0 7621 0575  
 Fax : 0 7621 0596



## Branch Network

31 December 2021

### Hat Pa Tong

(Mon - Fri from 9.30am - 4.30pm)  
9/33 Phangmuang Sai Kor,  
Patong, Krathu, Phuket 83150  
Tel : 0 7651 0735-6, 0 7651 0750  
Fax : 0 7651 0794

### Hat Yai

(Mon - Fri from 8.30am - 3.30pm)  
164 Nipat-utit 1 Rd., Hat Yai,  
Songkhla 90110  
Tel : 0 7424 3032, 0 7424 3810,  
0 7424 5033  
Fax : 0 7423 5606

### Nakhon Sri Thammarat

(Mon - Fri from 8.30am - 3.30pm)  
1719-1721 Rajdamnern Rd., Tha Wang,  
Mueang, Nakhon Sri Thammarat 80000  
Tel : 0 7535 6112, 0 7535 6860-1  
Fax : 0 7534 2352

### Phuket

#### (Privilege Banking Centre)

(Mon - Fri from 8.30am - 3.30pm)  
206 Phuket Rd., Talad Yai,  
Mueang, Phuket 83000  
Tel : 0 7621 1566, 0 7621 1577,  
0 7621 1606  
Fax : 0 7621 4902

### Surat Thani

(Mon - Fri from 8.30am - 3.30pm)  
208/2-3 Chonkasem Rd., Talad,  
Mueang, Surat Thani 84000  
Tel : 0 7728 6292-4  
Fax : 0 7728 6298

### Thanon Phetchakasem Hat Yai

(Mon - Fri from 8.30am - 3.30pm)  
452/8 Phetkasem Rd.,  
Hat Yai, Songkhla 90110  
Tel : 0 7422 0263, 0 7422 0274-5  
Fax : 0 7422 0281

### Trang

(Mon - Fri from 8.30am - 3.30pm)  
1/5-1/6 Rama VI Rd., Thap Thiang,  
Mueang, Trang 92000  
Tel : 0 7521 7781-3  
Fax : 0 7521 7785

### Yala

(Mon - Fri from 8.30am - 3.30pm)  
8-12 Pipitpakdi Rd., Sateng,  
Mueang, Yala 95000  
Tel : 0 7321 2218, 0 7321 2414,  
0 7324 0872  
Fax : 0 7321 3764



RIGHT BY YOU

**United Overseas Bank (Thai) Public Company Limited**

**Head Office**

191 South Sathon Road,  
Sathon, Bangkok 10120  
Thailand

Tel (66) 2343 3000

Fax (66) 2287 2973-4

[www.UOB.co.th](http://www.UOB.co.th)

**f** [facebook.com/uob.th](https://facebook.com/uob.th)  
**@** [instagram.com/uob.th](https://instagram.com/uob.th)  
**▶** [youtube.com/UOBThai](https://youtube.com/UOBThai)  
**in** [linkedin.com/company/uob](https://linkedin.com/company/uob)